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# HARFORD

## COUNTY

## Barry Glassman, County Executive

# Harford County, Maryland



Approved Annual  
Operating Budget  
Fiscal Year 2016 - 2017

COUNTY EXECUTIVE  
Barry Glassman

Director of Administration  
Billy Boniface

Chief, Budget & Management Research  
Kimberly Spence

Senior Budget Analysts  
William T. Watson  
Benjamin Lloyd  
Christen Callon

Treasurer  
Robert Sandlass

## HARFORD COUNTY COUNCIL

Council President  
Richard C. Slutzky

Mike Perrone, Jr. – District A  
Joseph M. Woods – District B  
James “Capt’n Jim” McMahan – District C  
Chad Shrodes – District D  
Patrick S. Vincenti – District E  
Curtis L. Beulah – District F

**Elected Officials**



**Harford County  
Government**



**County Executive  
Barry Glassman**



# Elected Officials



# Harford County Council



**Mike Perrone, Jr.**  
District A



**Joseph M. Woods**  
District B



**Richard C. Slutzky**  
Council President



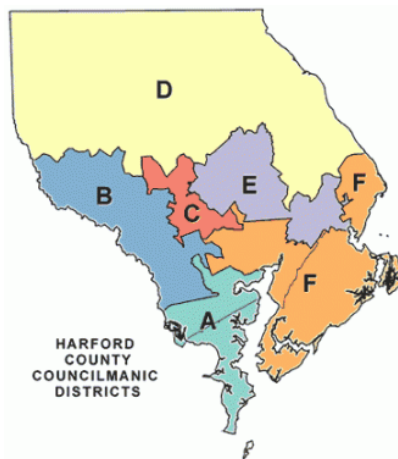
**Chad Shrodes**  
District D



**Patrick S. Vincenti**  
District E



**James "Capt'n Jim" McMahan**  
District C



**Curtis L. Beulah**  
District F

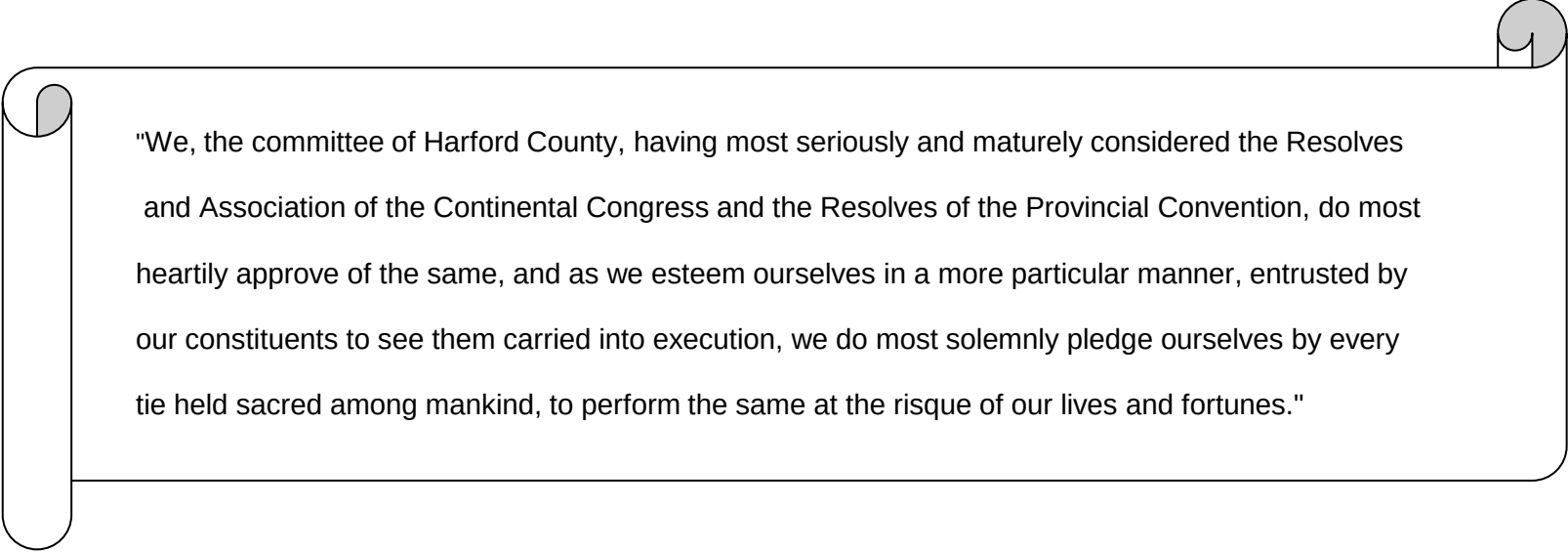


## THE BUSH RESOLUTION

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

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

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



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



GOVERNMENT FINANCE OFFICERS ASSOCIATION

*Distinguished  
Budget Presentation  
Award*

PRESENTED TO

**Harford County  
Maryland**

For the Fiscal Year Beginning

**July 1, 2015**

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, 2014.

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

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



## The Seal of Harford County



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

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

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

**HARFORD COUNTY, MARYLAND  
ANNUAL OPERATING BUDGET  
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## *A Message from Harford County Executive Barry Glassman*

My first budget as county executive put Harford County on a new path toward balance and fiscal responsibility for our citizens and employees. We began by eliminating annual increases in the county's debt burden, rightsizing the county workforce, and reinvesting in the people who provide valuable services for our citizens. In my budget for the upcoming year, we continue to lead the way forward on our chosen path.

My budget for next year is sensibly balanced to provide record funding for public safety and education without raising taxes or increasing spending overall.

All new revenue in my approved \$524,570,000 general fund operating budget is directed to enhance instructional salaries in Harford County Public Schools and for employees in the Harford County Sheriff's Office, plus a supplemental increase for those employees classified as law enforcement deputy first class, law enforcement senior deputy or law enforcement corporal. Funding is also provided to enhance salaries for employees in the Harford County Public Library, State's Attorney's Office, EMS Foundation and Circuit Court systems. For qualifying county employees, merit-based salary increases are funded entirely by savings from efficiencies within county government, including positions eliminated thus far to rightsize the county workforce. Continuing to fight the heroin epidemic, my budget doubles county funding for addiction treatment and related recovery services.

On the capital side, my approved FY17 budget is the lowest in 16 years at \$80,271,575, yet includes significant local funding toward \$16.2 million in essential road, bridge and highway repairs projects. Funding is planned to replace Havre de Grace Middle/High School beginning in the fiscal year 2018.

My combined total operating and capital budget of \$735,393,475 for FY 17 is level compared with FY16, increasing by less than half of one percent, or \$1,803,378. Budget highlights appear below.

### RESTORING BALANCE & EFFICIENCY

- No tax increases
- Lowest level of capital spending in 16 years, deferring large new capital projects and eliminating the trend of yearly increases in new debt
- Realistic six-year Capital Improvement Program, which helped Harford County retain the highest possible Triple-A bond rating and save money with the lowest borrowing cost in Harford County history
- Rightsizing the county workforce, eliminating 52 positions thus far in FY 16, and living within our means through ongoing efficiency measures
- County government efficiencies have allowed us to dedicate all new revenue to education and public safety, while at the same time reinvesting in our own workforce

## REINVESTING IN OUR WORKFORCE

- Merit-based salary increases of 3% per qualifying county employee; no new money is needed to fund this increase, due to our efficiency measures
- Support for employees in the Sheriff's Office, Public Library, State's Attorney's Office, EMS Foundation and Circuit Court system, with increased funding equivalent to 3% per employee
- A supplemental merit increase to law enforcement personnel classified as follows: 6% for Deputy First Class (Law Enforcement) and Senior Deputy (Law Enforcement); 3% for Corporal (Law Enforcement). These supplemental merit increases are in addition to the 3% base merit increase.

## INVESTING IN EDUCATION

- Funding for Harford County Public Schools continues at a record level
- Nearly all of the county's new revenue is directed to K-12 education
- Operating funding for HCPS at \$233,534,504 or \$5,988,637 above the Maintenance of Effort requirement
- Support for teachers, with \$3.5 million in increased funding for instructional salaries
- Additional funds for special education buses and general school transportation needs totaling \$2,745,533
- Restoration of \$300,000 in operating funds for Harford Community College

## STRENGTHENING OUR COMMUNITIES

- Doubling to \$200,000 the county funding for treatment of heroin addiction and related support services
- Increased funding of \$75,000 to our Health Department to support behavioral health and teen diversion programs
- Increased funding of \$87,186 for first responders with the Harford County EMS Foundation
- Contribution of \$125,000 to Susquehanna Hose Company for a fire/rescue boat
- Creation of a \$250,000 Self-Contained Breathing Apparatus (SCBA) replacement account for our volunteer firefighters' life safety equipment

## CAPITAL PROJECT HIGHLIGHTS

- Highways, road and bridge repair projects: \$16.2 million of which 83% is locally funded
- Storm water remediation projects funded at \$6.1 million
- Full funding for Fallston High School's artificial turf field: \$1,550,000
- Priority repairs for Volunteer Fire Company facilities: \$400,000
- Upgrades to replace the county's antiquated and inefficient computer software and hardware: \$2,737,500
- Havre de Grace Middle/High School replacement project funds planned to begin in FY 2018
- Fully funded the local share of the Board of Education's state capital budget request at \$8,181,000

Underlying this budget are my administration's ongoing efforts to make local government smaller and faster with better service. We have consolidated county office space and saved money by outsourcing when equal or better services could be provided, for example with our more modern and user-friendly website. We have also improved customer service without increasing spending by using technology such as our "You CLICK We FIX" app, which allows citizens to report potholes and other issues 24/7 from the convenience of a computer or smartphone.

Promoting economic growth, our new Permit Center is streamlined to provide both online and in-person services for permits, licenses and inspections, and we have begun to roll back regulations that unnecessarily impede local business. Our annual tourism grant program spurs tourism and related activities in the county with funds collected from out-of-town visitors through the hotel tax implemented last year. Coming soon we will begin the next phase of our Harford Metropolitan Area Network (HMAN) project to bring gigabit broadband to commercial entities in Harford County.

In closing, I want to thank the many citizens who shared their budget priorities with us through our second annual virtual town hall meeting. Your input was instrumental in putting together this budget. I also want to thank my Director of Administration Billy Boniface, our budget team, and our valued county employees who work hard each day to serve our customers, the citizens of Harford County.

A handwritten signature in black ink, appearing to read "B. Glassman", with a long horizontal flourish extending to the right.

Barry Glassman  
County Executive



Harford County Government

## DOCUMENT GUIDE

### UNDERSTANDING THE BUDGET DOCUMENT

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

#### **Budget Message**

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

#### **Document Guide**

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

#### **County Overview**

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

#### **County Budget Policies / Process**

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

#### **Fiscal Year Budget Summary**

This section provides data summarizing the Fiscal Year 2017 Budget. It describes issues used to formulate the Fiscal Year 2017 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 2017 Budget.



## DOCUMENT GUIDE

### **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.

## DOCUMENT GUIDE

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 2017 is listed in this section.

### **Benefits**

This section provides a list of funds appropriated for Fiscal Year 2017 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 2017 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.

## DOCUMENT GUIDE

### **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 2017 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 2016 – 2017*.

### **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 2017, 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.

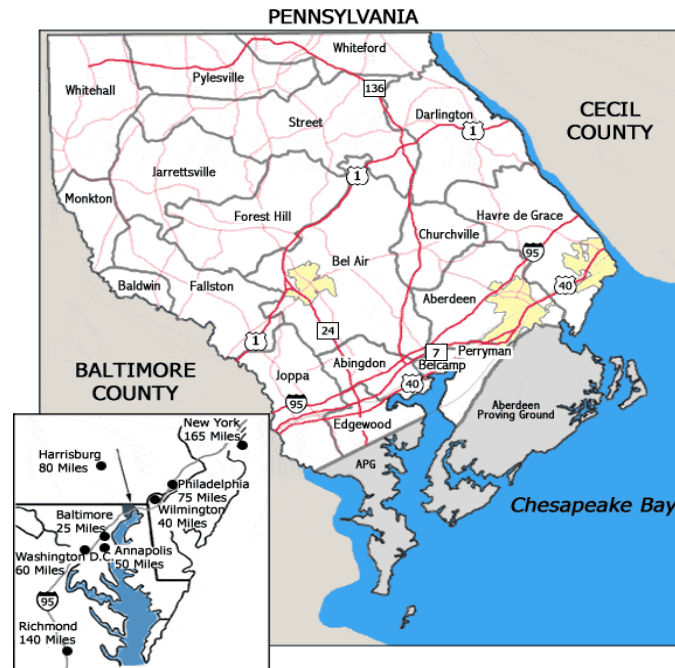
## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### COUNTY OVERVIEW

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

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

\*Per the MD Geological Survey 3/3/05



## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### HISTORY

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- 1608 Captain John Smith, representing the Virginia Company, explored the Chesapeake Bay and mapped the Harford County area. He traveled the Willobye's River (known today as the Bush River) past Spesutia Island in Havre de Grace, up the Susquehanna River to a stream, which is believed to be Deer Creek.
- 1627 An English trading post was established on Palmer's Island (now called Garrett's Island), near Havre de Grace in the Susquehanna River.
- 1632 Maryland's Charter was granted to Cecil Calvert, Lord Baltimore and the first Proprietor of Maryland.
- 1658 Havre de Grace was settled. It was originally called Susquehanna Lower Ferry and was a stop on the Old Post Road.
- 1659 Baltimore County was established by the colonial assembly as the sixth county in Maryland, and included parts of present-day Baltimore, Harford, Cecil, Carroll, Howard and Kent counties.
- 1661 The town of Old Baltimore was established on the east bank of the Bush River (now Aberdeen Proving Ground).
- 1668 Settlements were established along the Gunpowder and Bush Rivers.
- 1674 Old Baltimore was authorized as the first Baltimore County Seat.
- 1712 The County Seat was relocated to the fork of the Gunpowder River at Joppa.
- 1768 With Joppa's harbor silting up and other numerous difficulties, including a smallpox epidemic, the County Seat was moved to Baltimore.
- 1771 Henry Harford, son of Frederick Calvert the Sixth Lord of Baltimore, inherited the Province of Maryland. Henry Harford was the last Proprietor of Maryland.
- 1773 Harford County was separated from Baltimore County, and named for Henry Harford. The Act of the General Assembly of 1773, Chapter 6, called for the division of Baltimore County and for the erecting of a new one by the name of Harford. The boundaries of the County were established. Bush was established as the County Seat. Four acres of land were purchased for the purpose of building a courthouse and a prison in the new county.
- 1774 The actual formation of government in Harford County occurred on March 22, 1774, when Henry Harford, Lord Proprietor of the Province, sent his commission to the new County seat at Harford Town, or Bush. Thomas Miller was commissioned as the first Sheriff.
- 1775 The Bush declaration, the County's first proclamation of independence from Britain, was signed by an organized body of men.
- 1776 Harford County's population measured at 12,765, roads had been laid out, bridges had been erected, and churches were built.

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

- 1777    Havre de Grace was burned by the British in the War of Independence.
- 1780    The Town of Bel Air was laid out by Aquilla Scott on land he inherited called Scott's Improvement Enlarged, also known as Scott's Old Fields.
- 1782    The County Seat was moved to Bel Air, and plans were made for the Bel Air Courthouse.
- 1784    The Act of 1784 changed the name of Scott's Improvement Enlarged to "Belle Aire" (current day Bel Air).
- 1785    Havre de Grace was incorporated.
- 1813    On May 3<sup>rd</sup>, 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

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

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

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

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

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

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

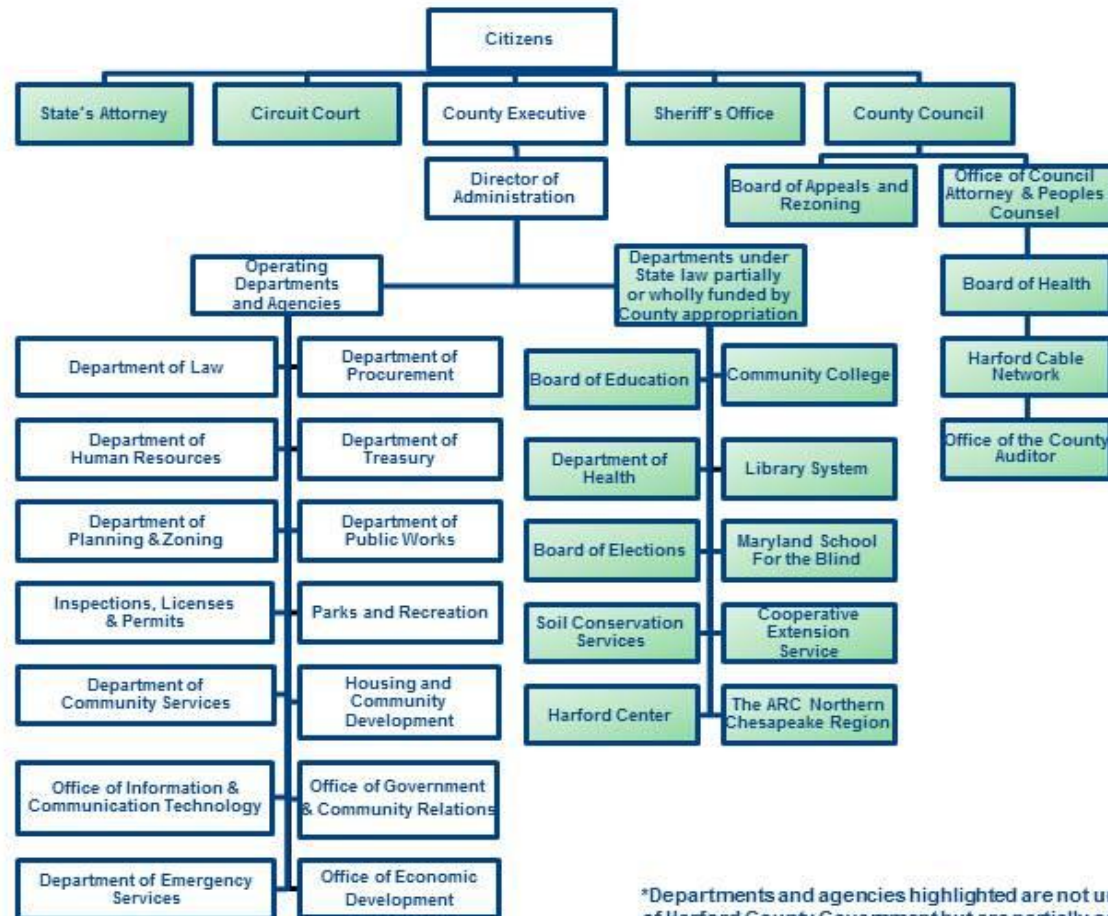
### THE HARFORD COUNTY SEAL





## 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 councilmatic districts. The Council President, resides anywhere in the County and is elected at-large. Council Members must have been a resident and a qualified voter of the County for at least two years immediately preceding their election or appointment.

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

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

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

#### THE HEALTH DEPARTMENT

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

#### HARFORD CABLE NETWORK

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

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### EXECUTIVE BRANCH

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#### COUNTY EXECUTIVE

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

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

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

#### DIRECTOR OF ADMINISTRATION

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

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

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

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

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

### AGENCIES OF THE EXECUTIVE BRANCH

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

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

### PUBLIC SAFETY

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#### SHERIFF'S OFFICE

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

#### VOLUNTEER FIRE COMPANIES

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

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### STATE'S ATTORNEY'S OFFICE

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

### JUDICIAL

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

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

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

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

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### 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



## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

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

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

direct services in the areas of residential, community supported living arrangements, individual support services, family support services, foster care, adoption, employment and transportation services, individual and systems advocacy, and information and referral services.

### EXTENSION SERVICES

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

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

### SOIL CONSERVATION

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



## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### 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 9, 2016 for a \$40,000,000 General Obligation bond sale. These bonds consisted of \$40,000,000 in Consolidated Public Improvement Bonds. The County received the highest rating possible from all three investor services, making Harford County bond ratings: Fitch Ratings AAA, Standard and Poor's AAA, and Moody's Investors Service Aaa, as published in the County's Official Statement of February 9, 2016.

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

### BRIEF HARFORD COUNTY STATISTICS

#### POPULATION

| <u>(2010 census)</u> | <u>Households</u> | <u>Population</u> |
|----------------------|-------------------|-------------------|
| 2000                 | 79,667            | 218,590           |
| 2010                 | 90,218            | 244,826           |
| 2020*                | 97,775            | 258,650           |
| (Projection)         |                   |                   |

| <u>Age</u>  | <u>Number</u> | <u>Percent</u> |
|-------------|---------------|----------------|
| Under 5     | 13,856        | 5.5%           |
| 5-19        | 49,555        | 19.8%          |
| 20-44       | 76,924        | 30.8%          |
| 45-64       | 73,327        | 29.3%          |
| 65 and over | 36,443        | 14.6%          |
| Total       | 250,105       | 100.0%         |

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### MAJOR EMPLOYERS (2015)

| <u>Employer</u>                               | <u>Product/Service</u>             | <u>Employment</u> |
|-----------------------------------------------|------------------------------------|-------------------|
| Aberdeen Proving Ground                       | Military Installation/R&D          | 16,797            |
| Upper Chesapeake Health                       | Medical Services                   | 3,129             |
| Rite Aid Mid-Atlantic Customer Support Center | Pharmaceuticals/Consumer Goods     | 1,300             |
| Kohl's                                        | Consumer Goods Distribution/Retail | 1,255             |
| Harford Community College                     | Higher Education                   | 1,029             |
| Klein's ShopRite of Maryland                  | Groceries                          | 1,000             |
| Walmart                                       | Consumer Goods Distribution/Retail | 900               |
| Jacobs Technology                             | Laboratory Analyses                | 874               |
| Jones Junction Auto Group                     | Car Dealers                        | 563               |
| Target                                        | Consumer Goods                     | 500               |

### INCOME (2014)

| <u>Distribution</u>     | <u>Percent Households</u> |                 |             |
|-------------------------|---------------------------|-----------------|-------------|
|                         | <u>Harford County</u>     | <u>Maryland</u> | <u>U.S.</u> |
| Under \$25,000          | 12.9%                     | 15.4%           | 23.2%       |
| \$25,000 - \$49,999     | 15.8%                     | 17.9%           | 23.7%       |
| \$50,000 - \$74,999     | 17.7%                     | 17.2%           | 17.8%       |
| \$75,000 - \$99,999     | 15.2%                     | 13.4%           | 12.2%       |
| \$100,000 - \$149,999   | 21.1%                     | 18.1%           | 13.0%       |
| \$150,000 - \$199,999   | 9.4%                      | 8.9%            | 5.1%        |
| \$200,000 and over      | 7.9%                      | 9.1%            | 5.0%        |
| Median Household        | \$81,016                  | \$74,149        | \$53,482    |
| Average Household       | \$95,858                  | \$97,135        | \$74,596    |
| Per Capita              | \$35,763                  | \$36,670        | \$28,555    |
| Total Income (millions) | \$8,727                   | \$209,422       | \$8,668,940 |

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### BUSINESS AND INDUSTRIAL PROPERTY

The County offers excellent access to I-95 as well as two State Enterprise Zones located on U.S. Route 40. Select office parks include:

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

| <u>Market Profile Data (2015)</u>     | <u>Low</u> | <u>High</u> | <u>Average</u> |
|---------------------------------------|------------|-------------|----------------|
| <b>Land – cost per acre</b>           |            |             |                |
| Industrial                            | \$70,000   | \$250,000   | \$200,000      |
| Office                                | \$200,000  | \$435,000   | \$300,000      |
| <b>Rental Rates – per square foot</b> |            |             |                |
| Warehouse/Industrial                  | \$3.25     | \$10.85     | \$4.82         |
| Flex/R&D/Technology                   | \$6.00     | \$15.00     | \$11.88        |
| Class A Office                        | \$20.00    | \$26.50     | \$22.75        |

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### TAX RATES

|                                                                                                                                                                                                                                                                                                         | <u>Harford County</u> | <u>Maryland</u> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-----------------|
| <b>Corporate Income Tax (2016)</b>                                                                                                                                                                                                                                                                      | None                  | 8.25%           |
| <b>Personal Income Tax (2016)</b>                                                                                                                                                                                                                                                                       | 3.06%                 | 2.0%-5.75%*     |
| *Graduated rate peaking at 5.75% on taxable income over \$300,000                                                                                                                                                                                                                                       |                       |                 |
| <b>Sales and Use Tax (2016)</b>                                                                                                                                                                                                                                                                         | None                  | 6.0%            |
| Exempt sales for resale; manufacturer's purchase of raw materials; manufacturing machinery and equipment; purchases of materials and equipment used in R&D and testing of finished products; purchases of computer programs for reproduction or incorporation into another computer program for resale. |                       |                 |
| <b>Real Property Tax (2016)</b>                                                                                                                                                                                                                                                                         | \$1.042               | \$0.112         |
| Effective rate per \$100 of assessed value. In addition, there are some miscellaneous taxes and/or special taxing areas in the County. In an incorporated area, the County rate will vary and municipal rates will also apply.                                                                          |                       |                 |
| <b>Business Personal Property Tax (2016)</b>                                                                                                                                                                                                                                                            | \$2.605               | none            |
| Rate per \$100 of depreciated value. Exempt manufacturing and R&D machinery, equipment, materials and supplies; manufacturing R&D and warehousing inventory. In an incorporated area, the County rate will vary and municipal rates will also apply.                                                    |                       |                 |
| <b>Major Tax Credits</b>                                                                                                                                                                                                                                                                                |                       |                 |
| Include the Enterprise Zone, Job Creation, R&D, Biotechnology and Cybersecurity Investment and the Arts and Entertainment District                                                                                                                                                                      |                       |                 |

### SCHOOLS AND COLLEGES

#### **Public Schools**

There are 33 elementary schools, 9 middle schools and 10 high schools in Harford County. Additionally the John Archer School is a public special education school serving students with disabilities in Harford County; and the Alternative Education at the Center for Educational Opportunity is a continuation of education services to students who have experienced crisis. Enrollment in Harford County Public Schools from November 2015 was 37,451 students; and the average cost per pupil in the 2012-2013 school year was \$12,534.

## AN OVERVIEW OF HARFORD COUNTY, MARYLAND

### ***Higher Education***

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

Harford Community College (HCC) had an enrollment of 6,543 full-time students in the Fall of 2015 with an in-county cost of \$116 per credit hour. The partnership with Towson University has created opportunities for students to earn a four year degree without having to leave Harford County. Additionally, the University Center located in Aberdeen also provides the ability to advance undergraduate and graduate education through partnerships with other regional universities.

### **RECREATION AND CULTURE**

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



**Harford County's Sunflower Fields**

## 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.



## **COUNTY BUDGET POLICIES AND PROCESS**

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

## COUNTY BUDGET POLICIES AND PROCESS

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

### *Revenue Policies*

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

#### Revenue Estimating and Long Range Forecasts

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

### *Operating Budget Policies*

#### Expenditures

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

#### Maintenance of Capital Plant and Equipment

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

## **COUNTY BUDGET POLICIES AND PROCESS**

### **Pension Plans**

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

### **Budgetary Control**

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

### **Three Year Expenditure Plan**

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

### **Fiscal Impact Statements**

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

## ***Capital Budget Policies***

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

### **Five Year Capital Improvement Program**

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

## COUNTY BUDGET POLICIES AND PROCESS

### *Harford County's Strategic Plan*

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

#### The Master Plan

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

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

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

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

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

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

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

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

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

## COUNTY BUDGET POLICIES AND PROCESS

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

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

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

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

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

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

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

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

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

2004 – The 2004 Master Plan incorporated the Visions of the Maryland Planning Act and Smart Growth initiatives, including Priority Funding Areas and implementation of a Rural Legacy Program. Building on these State programs, Harford County developed a series of guiding principles that formed the foundation for the Land Use Element Plan, and in effect provided the County’s vision for growth management and resource protection. These guiding principles include *Quality of Life, Stewardship of our Resources, Growth Management, Redevelopment and Revitalization,*

## COUNTY BUDGET POLICIES AND PROCESS

*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 21<sup>st</sup> century design standards.

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

2010 – The Historic Preservation Plan was updated.

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

2016 – HarfordNEXT, a Master Plan for the Next Generation, is signed into law by the County Executive. The document unifies the separate element plans into a cohesive, streamlined plan. Focus areas include land use, mobility and connectivity, environmental stewardship, agricultural and historic preservation, economic vitality, and healthy communities. Community input considered throughout the development phase of the plan was facilitated by unprecedented levels of public outreach, including a variety of online engagement tools. Big ideas introduced in HarfordNEXT include holistic transportation planning that emphasizes livability over simple vehicle mobility. Other ideas include green infrastructure planning, a renewed emphasis on preservation, and “form based” zoning that considers the design and operation of a proposed development.

## COUNTY BUDGET POLICIES AND PROCESS

### *Long Range Fiscal Goals*

#### *Innovation. Technology. Efficiency.*

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

#### *Strategic Relocation*

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

#### *Small Business Development*

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

#### *Financial Support and Future Growth*

The Office of Economic Development also houses financial support for business development and works closely with the community to obtain financing and assistance in venturing capital, local, state and federal loans. Specific financing programs include the Industrial Revenue Bonds for Manufacturers; the Economic Development Opportunity Fund; the Community Development Block Grant for Economic Development; and the Workforce Technical Training Grants program, a competitive investment grant program designed for accelerating technical training.

All of these opportunities, both new and existing are stimulating economic growth and advancing Harford County to become more productive and competitive in the ever evolving small business community.

## COUNTY BUDGET POLICIES AND PROCESS

### *Enriching the Economy*

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

### *Redirecting the Focus and Leveraging Opportunities*

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

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

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

### *Performance Measure Management*

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



## COUNTY BUDGET POLICIES AND PROCESS

### *Harford County's Administrative Fiscal Policies*

#### *Long Term Financing Techniques*

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

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

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

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

#### *Interaction of Federal, State and County Governments*

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

#### *Sharing Financial Responsibility*

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

## COUNTY BUDGET POLICIES AND PROCESS

### *Alternate Service Delivery*

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

### *Private Investments*

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

### *Direct Matching Grants*

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

### *Public Investment Supporting Private Initiatives*

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

### *Participation in Industrial Revenue Bonds*

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

## COUNTY BUDGET POLICIES AND PROCESS

### *Multiple Use of Facilities*

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

### *Coordinated Interdepartmental Procurement*

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

### *Retirement Plans*

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

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

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

## COUNTY BUDGET POLICIES AND PROCESS

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

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

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

### *Self Insurance and Risk Management*

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

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

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

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

## COUNTY BUDGET POLICIES AND PROCESS

### *Harford County's Accounting Policies*

#### *Basic Financial Statements*

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

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

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

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

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

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

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

#### *Fund Categories*

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

## COUNTY BUDGET POLICIES AND PROCESS

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

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

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

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

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

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

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

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

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

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

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

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

## COUNTY BUDGET POLICIES AND PROCESS

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

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

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

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

### *Basis of Accounting*

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



## COUNTY BUDGET POLICIES AND PROCESS

### *Basis of Budgeting*

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

### *Harford County Budget Policies*

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

### Fund Structure

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

#### Operating Funds

The Operating Funds include the General Fund, 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 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. Resolution 05-15 dedicated a portion of the revenue from the Recordation Tax for local watershed protection and restoration projects.

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

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

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

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

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

### Enterprise Funds

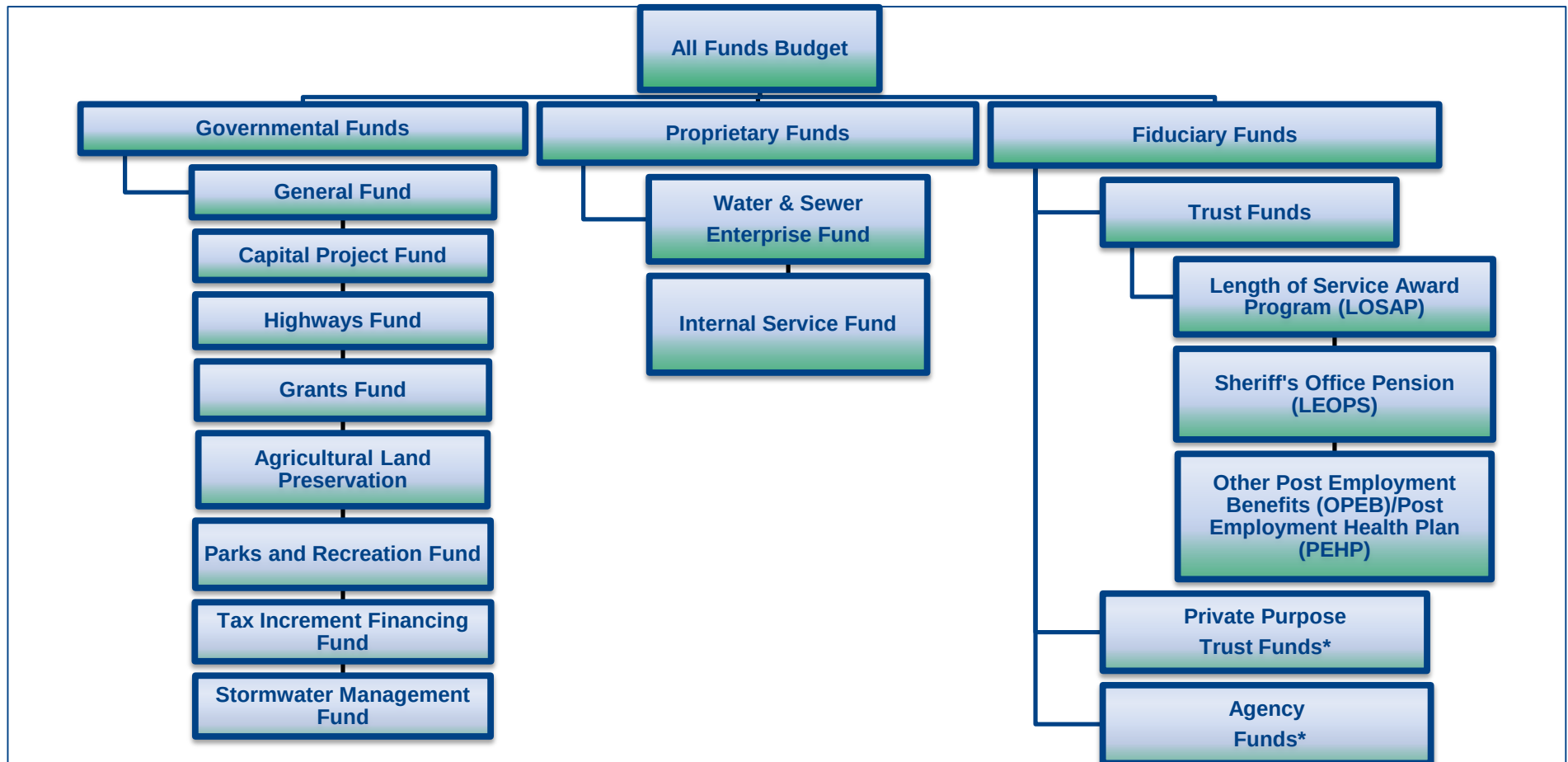
Enterprise funds include the Water and Sewer Fund and Water and Sewer Debt Service Fund.

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

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

## COUNTY BUDGET POLICIES AND PROCESS

### Harford County Fund Structure



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

## COUNTY BUDGET POLICIES AND PROCESS

### Capital Budget and Capital Improvement Program

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

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

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

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

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

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

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

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

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

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

## COUNTY BUDGET POLICIES AND PROCESS

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

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

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

### Operating Funding Sources

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

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

## COUNTY BUDGET POLICIES AND PROCESS

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

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

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

## COUNTY BUDGET POLICIES AND PROCESS

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

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

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

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

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

- System Capital Charges – These include connection charges, surcharges and development charges.
- Assessments – Included in assessments are 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.

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

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

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

- Maryland State Property Transfer Tax – Harford County receives a portion of this tax assessed on all real property transfers.
- Maryland State Agricultural Land Transfer Tax – Maryland imposes a State Agricultural Land Transfer Tax on all transfers of title on agricultural land taken out of production. Maryland counties without Certified Agricultural Land Preservation Programs are required to remit two-thirds of the revenue to MALPF. Counties retain one third for agricultural land preservation purposes. Counties



## COUNTY BUDGET POLICIES AND PROCESS

with Certified Local Agricultural Land Preservation Programs may retain 75% of the Agricultural Transfer Tax collected, for preservation purposes, and are required to remit only 25% to the Foundation. Harford County does have a certified program.

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

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

### *Harford County's Budget Process*

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

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

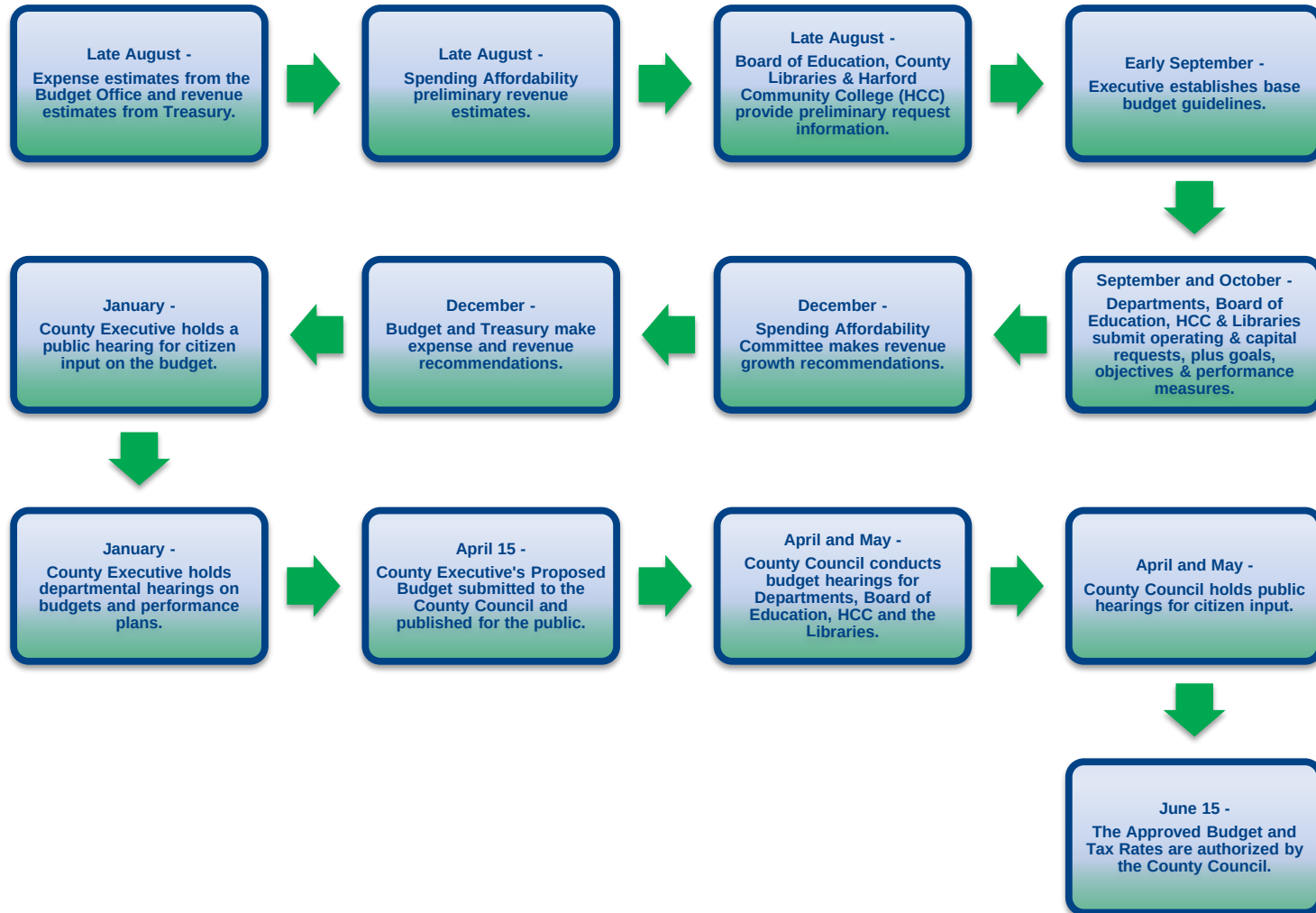
*Three-Year Expenditure Plan* – Operating and Capital expenditure projections (in three year increments) are updated annually. Projections also cover the estimated operating impact of future capital improvements that are scheduled in the Capital Improvement Program. These estimates include the applicable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

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

## COUNTY BUDGET POLICIES AND PROCESS

### *Development of the Budget*

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



## COUNTY BUDGET POLICIES AND PROCESS

### *Developing the County Executive's Proposed Budget*

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

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

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

### *Transfer of Appropriations*

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

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

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

## **COUNTY BUDGET POLICIES AND PROCESS**

### ***Supplemental Appropriations***

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

### ***Emergency Appropriations***

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

### ***Unexpended Appropriations***

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

### ***Amending the Adopted Capital Budget***

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

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## Vision

*Maryland's New Center of Opportunity*

## Mission

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



## Goals and Objectives

### **I. Fiscal Balance and Efficiency**

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

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

### **II. Investing in Our Workforce**

*To invest in employees who deliver vital government services.*

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





## **Goals and Objectives**

### **III. Strengthen Our Communities**

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

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

### **IV. Investing in Education**

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

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



## Goals and Objectives

### **V. Building Economic Vitality**

*To maximize opportunities for economic prosperity.*

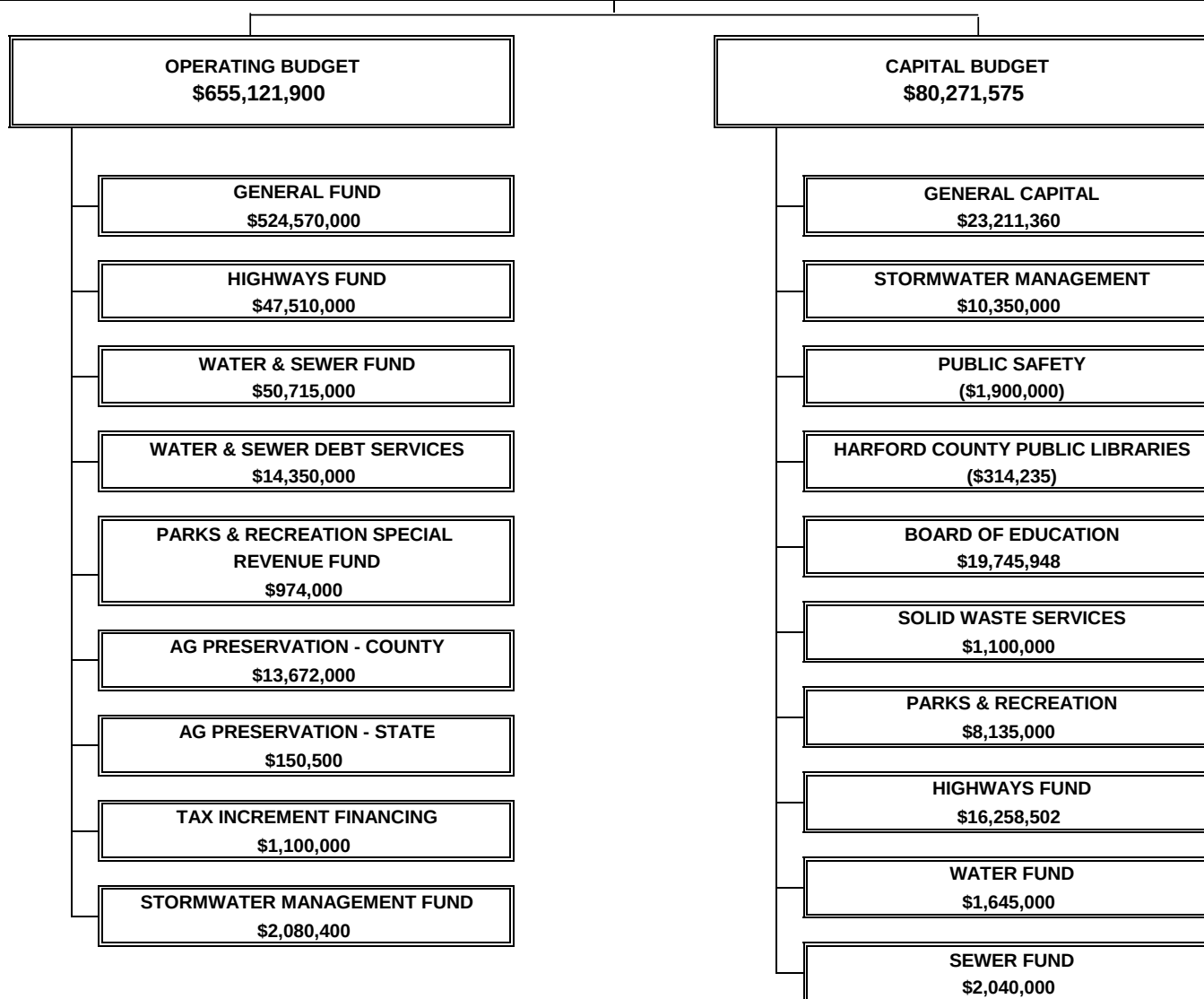
- Promoting and streamlining County services that support businesses and entrepreneurs
- Fostering economic activity by offering business-friendly resources and opportunities
- Enabling business development by facilitating access to state and federal grants, programs, and related resources
- Promoting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

The following table reflects which departments are responsible for supporting the FY 17 County goals. Please refer to the Budget details of each department to see specific goals and objectives.

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

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**HARFORD COUNTY**  
**TOTAL FY 17 APPROVED BUDGET ALL FUNDS**  
**\$735,393,475**



## HARFORD COUNTY, MARYLAND FISCAL YEAR 2017 BUDGET SUMMARY

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

In developing our Fiscal Year 2017 Operating and Capital Budgets we continued to lead the way forward on our chosen path toward balance and fiscal responsibility for our citizens and employees. We continue to eliminate annual increases in the county's debt burden, rightsizing the county workforce, and reinvesting in the people who provide valuable services for our citizens.

This budget is sensibly balanced to provide record funding for public safety and education without raising taxes or increasing spending overall. The county's funding for Harford County Public Schools is \$5,988,637 over the required Maintenance of Effort level. The allocation for schools includes an increase of \$3.5 million to support our teachers salaries. Similarly, funding for a 3% merit-based salary increases was provided for county employees and those of outside agencies. In addition, funding for a supplemental merit increase to law enforcement personnel classified as Deputy First Class and Sr. Deputy First Class @ 6% and Corporal @ 3%. These supplemental merit increases are in addition to the 3% base merit increase. Additional operating funding was also provided for Harford Community College at \$300,000 and we doubled our funds to \$200,000 for prevention of heroin addiction and related support services.

### REVENUES

#### ALL FUNDS

|                       |             |
|-----------------------|-------------|
| FY 17 Approved Budget | 655,121,900 |
| FY 16 Approved Budget | 642,256,544 |
| \$ increase           | 12,865,356  |
| % increase            | 2.00%       |

#### **FUNDING SOURCE**

|                            |             |
|----------------------------|-------------|
| GENERAL                    | 524,570,000 |
| HIGHWAYS                   | 47,510,000  |
| PARKS AND RECREATION       | 974,000     |
| AG PRESERVATION - COUNTY   | 13,672,000  |
| AG PRESERVATION - STATE    | 150,500     |
| TAX INCREMENT FINANCING    | 1,100,000   |
| WATER & SEWER OPERATING    | 50,715,000  |
| WATER & SEWER DEBT SERVICE | 14,350,000  |
| STORMWATER MANAGEMENT FUND | 2,080,400   |

|                              |                           |
|------------------------------|---------------------------|
| <b>FY 17 TOTAL ALL FUNDS</b> | <b><u>655,121,900</u></b> |
|------------------------------|---------------------------|

#### **REVENUE SOURCE**

|                                           |                   |
|-------------------------------------------|-------------------|
| PROPERTY TAXES                            | 302,586,000       |
| INCOME TAXES                              | 213,000,000       |
| W & S USER CHARGES                        | 37,114,100        |
| W & S DEBT SERVICE                        | 13,899,000        |
| INTERGOVERNMENTAL/STATE-SHARED            | 31,613,242        |
| INVESTMENT INCOME                         | 5,467,300         |
| FUND BAL APPROP/UNRESTRICTED NET POSITION | 17,993,050        |
| OTHER REVENUE                             | <u>33,449,208</u> |

|                                 |                           |
|---------------------------------|---------------------------|
| <b>FY 17 TOTAL ALL REVENUES</b> | <b><u>655,121,900</u></b> |
|---------------------------------|---------------------------|

## HARFORD COUNTY, MARYLAND FISCAL YEAR 2017 BUDGET SUMMARY

### REVENUES

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

For Fiscal Year 2017, Property and Income tax revenues are estimated to generate 79% of the total of all revenue.

#### Property Taxes

|                       |             |                                                      |
|-----------------------|-------------|------------------------------------------------------|
| FY 17 Approved Budget | 302,586,000 | 46.19% of the Total All Funds FY 17 Operating Budget |
| FY 16 Approved Budget | 295,324,910 | 45.98% of the Total All Funds FY 16 Operating Budget |
| \$ increase           | 7,261,090   |                                                      |
| % increase            | 2.46%       |                                                      |

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

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

For FY 17, the total Property Tax rate was unchanged. Real property is assessed at 100% of market value with a tax rate of \$1.042 per one hundred dollars of full value and \$2.60 for corporate and personal property.

#### Income Taxes

|                       |             |                                                      |
|-----------------------|-------------|------------------------------------------------------|
| FY 17 Approved Budget | 213,000,000 | 32.51% of the Total All Funds FY 17 Operating Budget |
| FY 16 Approved Budget | 203,407,621 | 31.67% of the Total All Funds FY 16 Operating Budget |
| \$ increase           | 9,592,379   |                                                      |
| % increase            | 4.72%       |                                                      |

We receive approximately 90% of Income Tax in quarterly distributions of withholdings and estimated payments. We estimated the FY 16 actual amount to be \$207,000,000, an increase of \$3,592,379 over the FY 16 budgeted amount. FY 17 is expected to grow to \$213,000,000 or a 3% increase over FY 16 estimated amount of \$207,000,000.

## HARFORD COUNTY, MARYLAND FISCAL YEAR 2017 BUDGET SUMMARY

### **Recordation Tax**

|                       |           |                                                     |
|-----------------------|-----------|-----------------------------------------------------|
| FY 17 Approved Budget | 9,800,000 | 1.50% of the Total All Funds FY 17 Operating Budget |
| FY 16 Approved Budget | 8,100,000 | 1.26% of the Total All Funds FY 16 Operating Budget |
| \$ increase           | 1,700,000 |                                                     |
| % increase            | 20.99%    |                                                     |

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

### **Fund Balance/Unrestricted Net Position**

|                       |              |                                                     |
|-----------------------|--------------|-----------------------------------------------------|
| FY 17 Approved Budget | 17,993,050   | 2.75% of the Total All Funds FY 17 Operating Budget |
| FY 16 Approved Budget | 29,159,970   | 4.54% of the Total All Funds FY 16 Operating Budget |
| \$ decrease           | (11,166,920) |                                                     |
| % decrease            | (38.30%)     |                                                     |

Fund Balance has been appropriated in the General Fund at \$3,000,000. This funding will be utilized for Paygo for FY 17 capital projects. Parks and Recreation Special Revenue Fund Balance of \$103,050 will also be used in support of a capital project for improvements at our Swan Harbor Farm facility. The Agricultural Preservation Special Revenue Fund - County will use \$1,362,000 of Fund Balance in anticipation of purchasing easements in FY 17. The Highways Fund appropriated \$1,070,000 to support highways capital projects.



## HARFORD COUNTY, MARYLAND FISCAL YEAR 2017 BUDGET SUMMARY

### EXPENDITURES

#### General Fund

|                       |             |                                                      |
|-----------------------|-------------|------------------------------------------------------|
| FY 17 Approved Budget | 524,570,000 | 80.07% of the Total All Funds FY 17 Operating Budget |
| FY 16 Approved Budget | 502,604,595 | 78.26% of the Total All Funds FY 16 Operating Budget |
| \$ increase           | 21,965,405  |                                                      |
| % increase            | 4.37%       |                                                      |

This increase is the net result of the following: a 3% merit increase for all general government employees to include Sheriff's Office, State's Attorneys Office and Circuit Court; increased funding for the Libraries provides for wage parity with County employees; Additional funds for the Harford Community College is provided to continue to restore funding levels from previous fiscal year reductions; inclusion of the solid waste management operating budget due to the elimination of the Solid Waste Services account and the outsourcing of the solid waste functions to Maryland Environmental Services (MES); increased funding for the Board of Education to support teachers salaries and student transportation bus contracts; debt service adjusted for principal and interest payments on outstanding debt; and paygo funds in support of the FY 17 Approved Capital budget decreases over FY 16.

#### Solid Waste Services

|                       |              |                                                     |
|-----------------------|--------------|-----------------------------------------------------|
| FY 17 Approved Budget | 0            | 0.00% of the Total All Funds FY 17 Operating Budget |
| FY 16 Approved Budget | 14,979,359   | 2.33% of the Total All Funds FY 16 Operating Budget |
| \$ decrease           | (14,979,359) |                                                     |
| % decrease            | -100.00%     |                                                     |

For FY17, Solid Waste Services account was eliminated as a result of outsourcing solid waste management to Maryland Environmental Services (MES). These costs have been incorporated into the General Fund for FY 17.

## HARFORD COUNTY, MARYLAND FISCAL YEAR 2017 BUDGET SUMMARY

### **Highways Fund**

|                       |            |                                                     |
|-----------------------|------------|-----------------------------------------------------|
| FY 17 Approved Budget | 47,510,000 | 7.25% of the Total All Funds FY 17 Operating Budget |
| FY 16 Approved Budget | 46,537,289 | 7.25% of the Total All Funds FY 16 Operating Budget |
| \$ increase           | 972,711    |                                                     |
| % increase            | 2.09%      |                                                     |

The increase in the Highways Fund is the net result of: a 3% merit increase for all eligible employees; additional funds for health care costs; adjustments to workers' compensation and overtime; contractual services increased for grounds maintenance; additional funds provided for road material, sand/salt, bituminous concrete and vehicle maintenance based on actual expense history; funding to support Board of Education transportation and the Sheriff's traffic safety unit were decreased; Paygo funds in support of the FY 17 Approved Highways Capital Budget increase as well as Pro Rata charges provided to the General Fund.

### **Water & Sewer Fund**

|                       |            |                                                     |
|-----------------------|------------|-----------------------------------------------------|
| FY 17 Approved Budget | 50,715,000 | 7.74% of the Total All Funds FY 17 Operating Budget |
| FY 16 Approved Budget | 48,690,026 | 7.58% of the Total All Funds FY 16 Operating Budget |
| \$ increase           | 2,024,974  |                                                     |
| % increase            | 4.16%      |                                                     |

The Water & Sewer Operating Fund was established as a self-sustaining utility account for water and sewer services provided by Harford County Government. Water & Sewer appropriations for FY 17 are more than the FY 16 budget as a result of the following: a 3% merit increase for all eligible employees; adjustments to workers' compensation, overtime and health benefits; additional funds provided for sewer line rehab, landfill tipping fees, and electricity costs based on actual expense history; increase in chemical costs based on actual expense history; Paygo funding to support the FY 17 Approved Capital Budget increases over FY 16; and depreciation expenses and Pro Rata charges provided to the General Fund both increase for FY 17.

## HARFORD COUNTY, MARYLAND FISCAL YEAR 2017 BUDGET SUMMARY

### Water & Sewer Debt Service

|                       |            |                                                     |
|-----------------------|------------|-----------------------------------------------------|
| FY 17 Approved Budget | 14,350,000 | 2.19% of the Total All Funds FY 17 Operating Budget |
| FY 16 Approved Budget | 13,846,891 | 2.16% of the Total All Funds FY 16 Operating Budget |
| \$ increase           | 503,109    |                                                     |
| % increase            | 3.63%      |                                                     |

The Water & Sewer Debt Service Fund provides appropriation authority for the payment of principal and interest of long-term water and sewer bonds and loans used to finance the capital projects of the County-owned water and sewer system. The increase in funding for FY 17 is a result of the principal and interest payments adjusted to amounts due on outstanding debt.

### Parks and Recreation Special Revenue Fund

|                       |           |                                                     |
|-----------------------|-----------|-----------------------------------------------------|
| FY 17 Approved Budget | 974,000   | 0.15% of the Total All Funds FY 17 Operating Budget |
| FY 16 Approved Budget | 1,004,413 | 0.16% of the Total All Funds FY 16 Operating Budget |
| \$ decrease           | (30,413)  |                                                     |
| % decrease            | (3.03%)   |                                                     |

In FY 17, operating expenses for the Parks and Recreation Special Fund realize a decrease as a result of the following: pro rata charges for reimbursement of General Fund administrative support decreases slightly; personal services are reduced due to cost-sharing arrangement for a Recreation Specialist with Recreational Services which was previously fully-funded under Special Revenues; and a reduction in building and custodial services for Recreation Councils based on actual expense history. Funding is appropriated in the FY 17 Approved Capital Budget for improvements at Swan Harbor Farm.

## HARFORD COUNTY, MARYLAND FISCAL YEAR 2017 BUDGET SUMMARY

### Ag Preservation - County

|                       |            |                                                     |
|-----------------------|------------|-----------------------------------------------------|
| FY 17 Approved Budget | 13,672,000 | 2.09% of the Total All Funds FY 17 Operating Budget |
| FY 16 Approved Budget | 13,411,471 | 2.09% of the Total All Funds FY 16 Operating Budget |
| \$ increase           | 260,529    |                                                     |
| % increase            | 1.94%      |                                                     |

Harford County is committed to Agricultural Land Preservation. An allocation increase is provided for purchases of Ag Preservation intangibles and land purchases made under the State program. Increase is primarily the result of principal and interest payments on installment contracts for agricultural easements.

### Ag Preservation - State

|                       |         |                                                     |
|-----------------------|---------|-----------------------------------------------------|
| FY 17 Approved Budget | 150,500 | 0.02% of the Total All Funds FY 17 Operating Budget |
| FY 16 Approved Budget | 82,500  | 0.01% of the Total All Funds FY 16 Operating Budget |
| \$ increase           | 68,000  |                                                     |
| % increase            | 82.4%   |                                                     |

Harford County's Agricultural Program is Certified. Therefore, the Program can retain 75% of the Agricultural Transfer Tax collected. For FY 17, it is projected that the County's share of the State Agricultural Tax will be \$150,000.

The County will use \$30,000 of this revenue to offset the salary and benefits of a Planner III, who serves as Harford County's Program Administrator. Harford County's match to Maryland Agricultural Preservation Foundation (MALPF) for easement purchases the foundation makes on the County's behalf will be \$120,500, and increase of \$68,000.

## HARFORD COUNTY, MARYLAND FISCAL YEAR 2017 BUDGET SUMMARY

### Tax Increment Financing

|                       |           |                                                     |
|-----------------------|-----------|-----------------------------------------------------|
| FY 17 Approved Budget | 1,100,000 | 0.17% of the Total All Funds FY 17 Operating Budget |
| FY 16 Approved Budget | 1,100,000 | 0.17% of the Total All Funds FY 16 Operating Budget |
| \$ no change          | 0         |                                                     |
| % no change           | 0.0%      |                                                     |

The Beechcreek Estates Tax Increment Fund is a special fund authorized by Bill 10-10. The Bill provided that the County could not issue more than \$14 million for Beechcreek Estates in special obligation bonds to finance or reimburse the cost of the public improvements benefitting the district. The Bill also pledged the real property taxes collected with respect to the tax increment of properties in the district to payment of the bonds to be issued and also authorizes the imposition of a special tax on properties within the district to the extent the tax increment received is insufficient to pay debt service on the bonds and other allowable costs and expenses. The bonds are not an indebtedness of the County for which the County is obligated to levy or pledge, or had levied or pledged, ad valorem taxes or special taxes of the County other than the real property taxes representing the levy of the tax increment on properties located in the development district or the special taxes. The bonds shall be a special obligation of the County and will not constitute a general obligation debt of the County or pledge of the County's full faith and credit or taxing power.

### Stormwater Management Fund

|                       |           |                                                     |
|-----------------------|-----------|-----------------------------------------------------|
| FY 17 Approved Budget | 2,080,400 | 0.32% of the Total All Funds FY 17 Operating Budget |
| FY 16 Approved Budget | 0         | 0.00% of the Total All Funds FY 16 Operating Budget |
| \$ increase           | 2,080,400 |                                                     |
| % increase            | 100.0%    |                                                     |

For FY 17, this fund is a special account for deposit of a certain portion of the recordation tax, \$0.55 for each \$500 of the sale price (or lien amount) for each property deed recorded. The proceeds of this fund are used for the County's watershed protection and restoration program as mandated under State of Maryland law. The State requires a separate fund be established for this purpose.

**HARFORD COUNTY, MARYLAND**  
**FY 2017 TAXABLE ASSESSABLE BASE**  
**GENERAL FUND**

|                                          | Fiscal Year 2014-2015   |                   | Fiscal Year 2015-2016   |                   | Fiscal Year 2016-2017   |                   |
|------------------------------------------|-------------------------|-------------------|-------------------------|-------------------|-------------------------|-------------------|
|                                          | Taxable Assessable Base | Estimated Revenue | Taxable Assessable Base | Estimated Revenue | Taxable Assessable Base | Estimated Revenue |
| <b><u>REAL PROPERTY</u></b>              |                         | @ \$0.8937        |                         | @ \$0.8937        |                         | @ \$0.8937        |
| Full Year Levy                           | 25,603,410,876          | 228,817,683       | 25,938,472,082          | 231,812,125       | 26,183,282,981          | 234,000,000       |
| Partial Year Levy                        | 98,200,962              | 877,622           | 54,743,650              | 489,244           | 89,515,497              | 800,000           |
| <b>Real Property Subtotal</b>            | 25,701,611,838          | 229,695,305       | 25,993,215,732          | 232,301,369       | 26,272,798,478          | 234,800,000       |
| <b><u>PERSONAL PROPERTY</u></b>          |                         | @ \$2.2342        |                         | @ \$2.2342        |                         | @ \$2.2342        |
| Unincorporated Business                  | 12,276,788              | 274,288           | 12,276,788              | 274,288           | 17,232,119              | 385,000           |
| Railroads and Public Utilities           | 522,321,413             | 11,669,705        | 522,321,413             | 11,669,705        | 523,677,379             | 11,700,000        |
| Corporate Property                       | 507,589,294             | 11,340,560        | 507,589,294             | 11,340,560        | 546,056,754             | 12,200,000        |
| <b>Personal Property Subtotal</b>        | 1,042,187,495           | 23,284,553        | 1,042,187,494           | 23,284,553        | 1,086,966,252           | 24,285,000        |
| <b>Grand Total</b>                       | 26,743,799,334          | 252,979,858       | 27,035,403,226          | 255,585,922       | 27,359,764,730          | 259,085,000       |
| <b><u>ADDITIONS AND SUBTRACTIONS</u></b> |                         |                   |                         |                   |                         |                   |
| Interest, Discounts and Other Credits    |                         | (2,967,006)       |                         | (3,181,000)       |                         | (3,085,000)       |
| <b>NET TAXES</b>                         |                         | 250,012,852       |                         | 252,404,922       |                         | 256,000,000       |

**HARFORD COUNTY, MARYLAND**

**FY 2017 TAXABLE ASSESSABLE BASE**

**HIGHWAYS FUND**

|                                          | Fiscal Year 2014-2015   |                   | Fiscal Year 2015-2016   |                   | Fiscal Year 2016-2017   |                   |
|------------------------------------------|-------------------------|-------------------|-------------------------|-------------------|-------------------------|-------------------|
|                                          | Taxable Assessable Base | Estimated Revenue | Taxable Assessable Base | Estimated Revenue | Taxable Assessable Base | Estimated Revenue |
| <b><u>REAL PROPERTY</u></b>              |                         | @ \$0.1483        |                         | @ \$0.1483        |                         | @ \$0.1483        |
| Full Year Levy                           | 21,508,445,044          | 31,897,024        | 21,697,373,567          | 32,177,205        | 21,982,467,970          | 32,600,000        |
| Partial Year Levy                        | 78,110,587              | 115,838           | 49,493,594              | 73,399            | 84,288,604              | 125,000           |
| <b>Real Property Subtotal</b>            | 21,586,555,630          | 32,012,862        | 21,746,867,161          | 32,250,604        | 22,066,756,575          | 32,725,000        |
| <b><u>PERSONAL PROPERTY</u></b>          |                         | @ \$0.3707        |                         | @ \$0.3707        |                         | @ \$0.3707        |
| Unincorporated Business                  | 11,506,879              | 42,656            | 11,734,556              | 43,500            | 13,622,876              | 50,500            |
| Railroads and Public Utilities           | 442,739,682             | 1,641,236         | 431,615,862             | 1,600,000         | 445,103,858             | 1,650,000         |
| Corporate Property                       | 404,630,159             | 1,499,964         | 442,739,682             | 1,641,236         | 445,103,858             | 1,650,000         |
| <b>Personal Property Subtotal</b>        | 858,876,720             | 3,183,856         | 886,090,100             | 3,284,736         | 903,830,591             | 3,350,500         |
|                                          |                         |                   |                         |                   |                         |                   |
| <b>Grand Total</b>                       | 22,445,432,350          | 35,196,718        | 22,632,957,261          | 35,535,340        | 22,970,587,165          | 36,075,500        |
| <b><u>ADDITIONS AND SUBTRACTIONS</u></b> |                         |                   |                         |                   |                         |                   |
| Interest, Discounts and Other Credits    |                         | (232,352)         |                         | (114,352)         |                         | (114,500)         |
| <b>NET TAXES</b>                         |                         | 34,964,366        |                         | 35,420,988        |                         | 35,961,000        |

|                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>DEBT REQUIREMENTS FOR FISCAL YEAR 2016-2017</b><br/> <b>HARFORD COUNTY, MARYLAND</b></p> |
|----------------------------------------------------------------------------------------------------------------------------|

**LONG TERM DEBT REQUIREMENTS:**

|                                 | PRINCIPAL                | INTEREST                 | TOTAL                    |
|---------------------------------|--------------------------|--------------------------|--------------------------|
| General Obligation Bonds        | 11,048,338               | 5,866,151                | 16,914,489               |
| Public School Bonds             | 19,800,175               | 11,236,789               | 31,036,964               |
| Community College Bonds         | 2,229,656                | 982,820                  | 3,212,476                |
| Highway Bonds                   | 575,767                  | 402,319                  | 978,086                  |
| Agricultural Preservation Loans | 7,600,000                | 2,700,000                | 10,300,000               |
| Water & Sewer Bonds             | 8,322,949                | 5,239,959                | 13,562,908               |
| Water & Sewer Loans             | 396,234                  | 20,858                   | 417,092                  |
| Notes General Fund              | 701                      | 74,750                   | 75,451                   |
| TIF                             | 0                        | 1,050,000                | 1,050,000                |
| Stormwater Management           | 35,750                   | 35,750                   | 71,500                   |
| <b>TOTALS</b>                   | <b><u>50,009,570</u></b> | <b><u>27,609,396</u></b> | <b><u>77,618,966</u></b> |



|                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>HARFORD COUNTY, MARYLAND</b><br/> <b>ESTIMATED STATEMENT OF LEGAL DEBT MARGIN</b></p> |
|-------------------------------------------------------------------------------------------------------------------------|

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

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

**AMENDED MARYLAND LAW FOR FISCAL YEAR 2002 AND THOSE FORWARD**

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

|                                           | REAL PROPERTY  | PERSONAL PROPERTY | TOTAL         |
|-------------------------------------------|----------------|-------------------|---------------|
| ESTIMATED VALUE OF NET ASSESSED PROPERTY  | 26,272,798,478 | 1,086,966,252     | LEGAL         |
| APPLICABLE GENERAL OBLIGATION DEBT % RATE | 6%             | 15%               | DEBIT LIMIT   |
| ESTIMATED LEGAL DEBT LIMIT                | 1,576,367,909  | 163,044,938       | 1,739,412,846 |

**STATEMENT OF ESTIMATED LONG TERM DEBT OUTSTANDING AS OF JUNE 30, 2016**

**ESTIMATED LONG TERM DEBT:**

|                                              |                           |
|----------------------------------------------|---------------------------|
| General Obligation                           | 112,909,886               |
| Solid Waste                                  | 13,828,512                |
| Community College                            | 43,016,751                |
| Public Schools                               | 257,445,336               |
| Highways                                     | 10,399,222                |
| <b><u>TOTAL ESTIMATED LONG TERM DEBT</u></b> | <b><u>437,599,707</u></b> |

**ESTIMATED SELF SUSTAINING DEBT:**

|                                                    |                           |
|----------------------------------------------------|---------------------------|
|                                                    | 503,882,556               |
| Water & Sewer Bonds and Loans Plus Premium         | 122,479,741               |
| Tax Increment Financing                            | 14,000,000                |
| Agricultural Preservation Debt                     | 52,282,849                |
| <b><u>TOTAL ESTIMATED SELF SUSTAINING DEBT</u></b> | <b><u>188,762,590</u></b> |

**ESTIMATED TOTAL BONDED DEBT**

|                                      |             |
|--------------------------------------|-------------|
|                                      | 626,362,297 |
| LESS: Estimated Self Sustaining Debt | 188,762,590 |

**ESTIMATED TOTAL DEBT APPLICABLE TO LEGAL DEBT LIMIT**

**437,599,707**

**ESTIMATED TOTAL LEGAL DEBT LIMIT**

**1,739,412,846**

LESS: Estimated Total Debt Applicable to Legal Debt Limit

**437,599,707**

**ESTIMATED LEGAL DEBT MARGIN**

**1,301,813,139**

**BUSINESS PLAN**  
**DEBT BURDEN ANALYSIS**  
**Fiscal Years 2015-2022**

|                                 | Actual<br>2015 | Original Budget<br>2016 | Original Budget<br>2017 | Projection<br>2018 | Projection<br>2019 | Projection<br>2020 | Projection<br>2021 | Projection<br>2022 |
|---------------------------------|----------------|-------------------------|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Expenditures <sup>(1) (2)</sup> |                |                         |                         |                    |                    |                    |                    |                    |
| County Council                  | \$ 2,510,475   | \$ 2,852,778            | \$ 2,881,204            | \$ 2,967,640       | \$ 3,056,669       | \$ 3,148,369       | \$ 3,242,820       | \$ 3,340,105       |
| General Government              | \$ 50,606,969  | \$ 51,267,438           | \$ 53,256,611           | \$ 54,854,309      | \$ 56,499,939      | \$ 58,194,937      | \$ 59,940,785      | \$ 61,739,008      |
| Education                       | \$ 240,628,914 | \$ 243,470,583          | \$ 249,096,116          | \$ 256,568,999     | \$ 264,266,069     | \$ 272,194,052     | \$ 280,359,873     | \$ 288,770,669     |
| Harford Center                  | \$ 553,036     | \$ 693,036              | \$ 553,036              | \$ 569,627         | \$ 586,716         | \$ 604,317         | \$ 622,447         | \$ 641,120         |
| Judicial                        | \$ 8,390,256   | \$ 8,854,652            | \$ 9,066,081            | \$ 9,338,063       | \$ 9,618,205       | \$ 9,906,751       | \$ 10,203,954      | \$ 10,510,073      |
| Libraries                       | \$ 16,137,189  | \$ 16,279,546           | \$ 16,632,974           | \$ 17,131,963      | \$ 17,645,922      | \$ 18,175,300      | \$ 18,720,559      | \$ 19,282,176      |
| Parks and Recreation            | \$ 10,414,731  | \$ 9,603,449            | \$ 10,022,296           | \$ 10,322,965      | \$ 10,632,654      | \$ 10,951,633      | \$ 11,280,182      | \$ 11,618,588      |
| Public Safety                   | \$ 95,248,598  | \$ 93,720,377           | \$ 98,009,783           | \$ 100,950,076     | \$ 103,978,579     | \$ 107,097,936     | \$ 110,310,874     | \$ 113,620,200     |
| Public Works                    | \$ 51,110,120  | \$ 56,815,826           | \$ 54,015,905           | \$ 55,636,382      | \$ 57,305,474      | \$ 59,024,638      | \$ 60,795,377      | \$ 62,619,238      |
| Social Services                 | \$ 11,944,154  | \$ 11,222,866           | \$ 11,544,350           | \$ 11,890,681      | \$ 12,247,401      | \$ 12,614,823      | \$ 12,993,268      | \$ 13,383,066      |
| Other Financing Uses            | \$ 80,270,195  | \$ 15,861,250           | \$ 14,114,178           | \$ 14,537,603      | \$ 14,973,731      | \$ 15,422,943      | \$ 15,885,632      | \$ 16,362,201      |
| Debt Service (3)                |                |                         |                         |                    |                    |                    |                    |                    |
| General Obligation Debt         | 48,648,311     | 52,809,442              | 52,217,466              | 53,086,729         | 56,331,494         | 57,603,680         | 59,223,065         | 60,138,887         |
| Other Debt Expenses             | 725,994        | 670,000                 | 670,000                 | 670,000            | 670,000            | 670,000            | 670,000            | 670,000            |
| Total Expenditures              | \$ 617,188,942 | \$ 564,121,243          | \$ 572,080,000          | \$ 588,525,039     | \$ 607,812,854     | \$ 625,609,380     | \$ 644,248,836     | \$ 662,695,331     |
| Capital Plan                    |                |                         |                         |                    |                    |                    |                    |                    |
| General Fund Bonds              | 49,715,000     | 26,850,000              | 16,500,000              | 33,790,515         | 42,825,609         | 19,746,300         | 17,075,000         | 16,675,000         |
| Highway Fund Bonds              | -              | 505,000                 | 5,195,000               | 6,105,000          | 2,809,000          | 1,335,000          | 450,000            | 2,020,000          |
| Water and Sewer Bonds           | 645,000        | 6,000,000               | 1,100,000               | 10,430,000         | 11,150,000         | 9,050,000          | 17,000,000         | 14,925,000         |
| Pay-as-you-go                   |                |                         |                         |                    |                    |                    |                    |                    |
| General Fund                    | 5,161,680      | 9,275,000               | 6,251,575               | 7,375,000          | 6,425,000          | 6,525,000          | 6,325,000          | 6,325,000          |
| Highway Fund                    | 7,000,000      | 6,666,250               | 8,162,603               | 8,392,500          | 8,532,500          | 9,300,000          | 8,990,000          | 9,140,000          |
| Water and Sewer Fund            | 6,160,000      | 1,896,250               | 1,801,621               | 2,185,000          | 2,937,000          | 4,076,100          | 2,372,405          | 2,696,025          |
| Other Sources (All Funds)       | 38,578,911     | 40,141,053              | 41,260,776              | 17,459,485         | 18,892,391         | 11,713,700         | 10,715,000         | 9,150,000          |
| Total Capital Plan              | \$ 107,260,591 | \$ 91,333,553           | \$ 80,271,575           | \$ 85,737,500      | \$ 93,571,500      | \$ 61,746,100      | \$ 62,927,405      | \$ 60,931,025      |

**BUSINESS PLAN**  
**DEBT BURDEN ANALYSIS**  
**Fiscal Years 2015-2022**

|                                                      | Actual<br>2015 | Original Budget<br>2016 | Original Budget<br>2017 | Projection<br>2018 | Projection<br>2019 | Projection<br>2020 | Projection<br>2021 | Projection<br>2022 |
|------------------------------------------------------|----------------|-------------------------|-------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| General Obligation Outstanding July 1                | \$ 464,542,366 | \$ 481,916,560          | \$ 475,445,681          | \$ 483,112,656     | \$ 490,054,423     | \$ 495,562,464     | \$ 498,763,085     | \$ 499,763,085     |
| Additions                                            | 110,239,784    | 27,132,515              | 40,000,000              | 40,000,000         | 40,000,000         | 40,000,000         | 40,000,000         | 40,000,000         |
| Less Principal Repayments & Reductions               | 92,865,590     | 33,603,394              | 32,333,025              | 33,058,233         | 34,491,959         | 36,799,379         | 39,000,000         | 41,000,000         |
| General Obligation Outstanding June 30               | \$ 481,916,560 | \$ 475,445,681          | \$ 483,112,656          | \$ 490,054,423     | \$ 495,562,464     | \$ 498,763,085     | \$ 499,763,085     | \$ 498,763,085     |
| Population <sup>(4)</sup>                            | 250,025        | 252,525                 | 255,051                 | 257,601            | 260,177            | 262,779            | 265,407            | 268,061            |
| Taxable Property Value <sup>(5)</sup>                |                |                         |                         |                    |                    |                    |                    |                    |
| Taxable Assessed Valuation (000 omitted)             | \$ 26,914,764  | \$ 27,035,403           | \$ 27,359,764           | \$ 27,906,959      | \$ 28,465,098      | \$ 29,034,400      | \$ 29,615,088      | \$ 30,207,390      |
| Debt Ratios                                          |                |                         |                         |                    |                    |                    |                    |                    |
| General Obligation Debt Service as % of Expenditures | 7.9%           | 9.4%                    | 9.1%                    | 9.0%               | 9.3%               | 9.2%               | 9.2%               | 9.1%               |
| General Obligation Debt Per Capita                   | \$1,927        | \$1,883                 | \$1,894                 | \$1,902            | \$1,905            | \$1,898            | \$1,883            | \$1,861            |
| General Obligation Debt as % of Assessed Valuation   | 1.8%           | 1.8%                    | 1.8%                    | 1.8%               | 1.7%               | 1.7%               | 1.7%               | 1.7%               |
| Approved Debt Policy Ratios                          |                |                         |                         |                    |                    |                    |                    |                    |
| General Obligation Debt Service as % of Expenditures | 10.0%          | 10.0%                   | 10.0%                   | 10.0%              | 10.0%              | 10.0%              | 10.0%              | 10.0%              |
| General Obligation Debt Per Capita                   | 2500           | 2500                    | 2500                    | 2500               | 2500               | 2500               | 2500               | 2500               |
| General Obligation Debt as % of Assessed Valuation   | 2.3%           | 2.3%                    | 2.3%                    | 2.3%               | 2.3%               | 2.3%               | 2.3%               | 2.3%               |

<sup>(1)</sup> Growth for departments is 3% for all years beyond that.

<sup>(2)</sup> These expenditures include General & Highway Funds only.

<sup>(3)</sup> Includes principal and interest

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

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

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

|                                                                  | <b>GENERAL<br/>FUND</b>  |
|------------------------------------------------------------------|--------------------------|
| <b><u>TOTAL FUND BALANCE AT JUNE 30, 2015</u></b>                | <b>72,145,587</b>        |
| 2016 Revenue - Estimated                                         | 517,500,000              |
| 2016 Expenditures - Estimated                                    | <u>(513,800,000)</u>     |
| <b><u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2016</u></b>      | <b><u>75,845,587</u></b> |
| <b>FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2016</b> |                          |
| <b><u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2016</u></b>      | <b>75,845,587</b>        |
| LESS: Nonspendable Fund Balance                                  |                          |
| Loan Receivables                                                 | (175,875)                |
| LESS: Restricted Fund Balance                                    |                          |
| Dedicated Revenues - Detention Center                            | (493,000)                |
| Dedicated Revenues - Hotel Tax                                   | (1,070,000)              |
| Bond Premium                                                     | (4,373,349)              |
| LESS: Assigned Fund Balance                                      |                          |
| Reserve for Credit Rating Purposes <sup>(1)</sup>                | (26,228,500)             |
| Encumbrances                                                     | (2,787,000)              |
| OPEB                                                             | (2,535,243)              |
| Income Tax                                                       | (1,931,828)              |
| Designated for WTE Plant Closure                                 | (2,000,000)              |
| Health Care Consortium                                           | (1,998,142)              |
| Designated for Landfill Closure                                  | <u>(15,300,000)</u>      |

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

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|                                                                                            | <b>GENERAL<br/>FUND</b>  |
|--------------------------------------------------------------------------------------------|--------------------------|
| <b><u>ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2016</u></b>                           | <b>16,952,650</b>        |
| Fiscal Year 2017 Estimated Revenues                                                        | 521,570,000              |
| Less Fiscal Year 2017 Estimated Expenditures                                               | <u>(524,570,000)</u>     |
| <b><u>ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2018 &amp; FUTURE YEARS</u></b>             | <b><u>13,952,650</u></b> |
| <b>Reserve for Credit Rating Purposes <sup>(1)</sup></b>                                   | <b>26,228,500</b>        |
| <b>Estimated Reserve for Credit Rating as a Percentage of Total Estimated Expenditures</b> | <b>5%</b>                |

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

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

|                                                                                  | <b>HIGHWAYS<br/>FUND</b> |
|----------------------------------------------------------------------------------|--------------------------|
| <b><u>TOTAL FUND BALANCE AT JUNE 30, 2015</u></b>                                | <b>9,700,298</b>         |
| 2016 Estimated Revenues                                                          | 46,100,000               |
| 2016 Estimated Expenditures                                                      | <u>(47,250,000)</u>      |
| <b><u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2016</u></b>                      | <b><u>8,550,298</u></b>  |
| <b>FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2016</b>                 |                          |
| <b><u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2016</u></b>                      | <b>8,550,298</b>         |
| LESS: Nonspendable Fund Balance                                                  |                          |
| Inventory                                                                        | (1,832,000)              |
| LESS: Restricted Fund Balance                                                    |                          |
| Bond Proceeds                                                                    | (221,308)                |
| Highways-PILOT                                                                   | (230,603)                |
| Less: Assigned Fund Balance                                                      |                          |
| Reserve for Credit Rating Purposes                                               | (2,375,500)              |
| Encumbrances                                                                     | (1,172,000)              |
| OPEB                                                                             | (352,413)                |
| Health Care Consortium                                                           | <u>(247,258)</u>         |
| <b><u>ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2016</u></b>                 | <b>2,119,216</b>         |
| Fiscal Year 2017 Estimated Revenues                                              | 46,440,000               |
| Less: Fiscal Year 2017 Estimated Expenditures                                    | <u>(47,510,000)</u>      |
| <b><u>ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2018 AND FUTURE YEARS</u></b>     | <b><u>1,049,216</u></b>  |
| <b>Reserve for Credit Rating Purposes</b>                                        | <b>2,375,500</b>         |
| <b>Estimated Reserve for Credit Rating as a Percentage of Total Expenditures</b> | <b>5%</b>                |

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

|                                                                              | <u>PARKS AND<br/>RECREATION FUND</u> |
|------------------------------------------------------------------------------|--------------------------------------|
| <b><u>TOTAL FUND BALANCE AT JUNE 30, 2015</u></b>                            | <b>392,088</b>                       |
| 2016 Revenue - Estimated                                                     | 870,000                              |
| 2016 Expenditures - Estimated                                                | <u>(874,000)</u>                     |
| <b><u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2016</u></b>                  | <b><u>388,088</u></b>                |
| <br><b>FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2016</b>         |                                      |
| <br><b><u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2016</u></b>              | <br><b>388,088</b>                   |
| LESS: Assigned Fund Balance                                                  |                                      |
| Encumbrances                                                                 | (42,000)                             |
| OPEB                                                                         | (8,000)                              |
| Health Care Consortium                                                       | <u>(6,526)</u>                       |
| <b><u>ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2016</u></b>             | <b>331,562</b>                       |
| <br>Fiscal Year 2017 Estimated Revenues                                      | <br>870,950                          |
| Less Fiscal Year 2017 Estimated Expenditures                                 | <u>(974,000)</u>                     |
| <b><u>ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2018 AND FUTURE YEARS</u></b> | <b><u>228,512</u></b>                |

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

**AGRICULTURAL LAND  
PRESERVATION COUNTY**

|                                                                              |                          |
|------------------------------------------------------------------------------|--------------------------|
| <b><u>TOTAL FUND BALANCE AT JUNE 30, 2015</u></b>                            | <b>55,949,845</b>        |
| 2016 Revenue - Estimated                                                     | 12,494,000               |
| 2016 Expenditures - Estimated                                                | <u>(13,200,845)</u>      |
| <b><u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2016</u></b>                  | <b><u>55,243,000</u></b> |
| <b>FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2016</b>             |                          |
| <b><u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2016</u></b>                  | <b>55,243,000</b>        |
| LESS: Unreserved Fund Balance                                                |                          |
| Designated for Other Purposes                                                | <u>(49,157,113)</u>      |
| <b><u>ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2016</u></b>             | <b>6,085,887</b>         |
| Fiscal Year 2017 Estimated Revenues                                          | 12,310,000               |
| Less Fiscal Year 2017 Estimated Expenditures                                 | <u>(13,672,000)</u>      |
| <b><u>ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2018 AND FUTURE YEARS</u></b> | <b><u>4,723,887</u></b>  |



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

|                                                                                | <b>AGRICULTURAL LAND<br/>PRESERVATION STATE</b> |
|--------------------------------------------------------------------------------|-------------------------------------------------|
| <b><u>TOTAL FUND BALANCE AT JUNE 30, 2015</u></b>                              | <b>38,202</b>                                   |
| 2016 Revenue - Estimated                                                       | 440,000                                         |
| 2016 Expenditures - Estimated                                                  | <u>(80,000)</u>                                 |
| <b><u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2016</u></b>                    | <b><u>398,202</u></b>                           |
| <br><b>FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2016</b>           |                                                 |
| LESS: Unreserved Fund Balance<br>Designated for Other Purposes                 |                                                 |
| <b><u>ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2016</u></b>               | <b>398,202</b>                                  |
| Fiscal Year 2017 Estimated Revenues                                            | 150,500                                         |
| Less Fiscal Year 2017 Estimated Expenditures                                   | <u>(150,500)</u>                                |
| <b><u>ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2018 &amp; FUTURE YEARS</u></b> | <b><u>398,202</u></b>                           |

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

|                                                                              | <u><b>STORMWATER<br/>MANAGEMENT FUND</b></u> |
|------------------------------------------------------------------------------|----------------------------------------------|
| <u><b>TOTAL FUND BALANCE AT JUNE 30, 2015</b></u>                            | <b>181,784</b>                               |
| 2016 Revenue - Estimated                                                     | 2,125,000                                    |
| 2016 Expenditures - Estimated                                                | <u>0</u>                                     |
| <u><b>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2016</b></u>                  | <u><b>2,306,784</b></u>                      |
| <br>                                                                         |                                              |
| <u><b>ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2016</b></u>             | <b>2,306,784</b>                             |
| Plus: Fiscal Year 2017 Estimated Revenues                                    | 2,080,400                                    |
| Less: Fiscal Year 2017 Estimated Expenditures                                | <u>(2,080,400)</u>                           |
| <u><b>ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2018 AND FUTURE YEARS</b></u> | <u><b>2,306,784</b></u>                      |

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

|                                                                              | <b>TIF<br/>DEBT SERVICE<br/>FUND</b> |
|------------------------------------------------------------------------------|--------------------------------------|
| <b><u>TOTAL FUND BALANCE AT JUNE 30, 2015</u></b>                            | <b>2,222,965</b>                     |
| 2016 Revenue - Estimated                                                     | 970,000                              |
| 2016 Expenditures - Estimate                                                 | <u>(1,065,000)</u>                   |
| <b><u>TOTAL ESTIMATED FUND BALANCE AT JUNE 30, 2016</u></b>                  | <b><u>2,127,965</u></b>              |
| <b>FUND BALANCE AVAILABLE FOR APPROPRIATION AT JUNE 30, 2016</b>             |                                      |
| <b><u>ESTIMATED UNASSIGNED FUND BALANCE AT JUNE 30, 2016</u></b>             | <b>2,127,965</b>                     |
| Plus: Fiscal Year 2017 Estimated Revenues                                    | 1,052,000                            |
| Less: Fiscal Year 2017 Estimated Expenditures                                | <u>(1,100,000)</u>                   |
| <b><u>ESTIMATED UNASSIGNED FUND BALANCE FOR FY 2018 AND FUTURE YEARS</u></b> | <b><u>2,079,965</u></b>              |

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

|                                                                                              | WATER & SEWER<br>OPERATING FUND | WATER & SEWER<br>DEBT SERVICE<br>FUND <sup>(1)</sup> |
|----------------------------------------------------------------------------------------------|---------------------------------|------------------------------------------------------|
| <b><u>TOTAL NET ASSETS AT JUNE 30, 2015</u></b>                                              | 425,514,636                     | 0                                                    |
| Less Invested in Capital Assets, Net of Related Debt                                         | <u>(326,999,832)</u>            | <u>0</u>                                             |
| <b>Net Assets Available for Appropriation at June 30, 2015<br/>Unrestricted Net Position</b> | 98,514,804                      | 0                                                    |
| Plus: Fiscal Year 2016 Estimated Revenues                                                    | 44,573,100                      | 16,206,000                                           |
| Less: Fiscal Year 2016 Estimated Expenditures                                                | <u>(49,750,875)</u>             | <u>(13,846,891)</u>                                  |
| <b>Net Assets Available for Appropriation at June 30, 2016<br/>Unrestricted Net Position</b> | 93,337,029                      | 2,359,109                                            |
| Plus: Fiscal Year 2017 Estimated Revenues                                                    | 50,715,000                      | 14,350,000                                           |
| Less: Fiscal Year 2017 Estimated Expenditures                                                | <u>(50,715,000)</u>             | <u>(14,350,000)</u>                                  |
| <b>Net Assets Available for Appropriation at June 30, 2017<br/>Unrestricted Net Position</b> | <u><u>93,337,029</u></u>        | <u><u>2,359,109</u></u>                              |

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

|                                                                                                                |
|----------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>HARFORD COUNTY, MARYLAND</b><br/><b>STATEMENT OF CONTINGENCY RESERVE</b></p> |
|----------------------------------------------------------------------------------------------------------------|

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 0.42 percent of the Highways Fund, have been included in the Approved Fiscal Year 2016-2017 Operating Budget.

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

**HARFORD COUNTY, MARYLAND  
PERSONNEL SUMMARY**

|                                       | ENACTED<br>FY 15 |                   |              |                | ENACTED<br>FY 16 |                   |             |                | ENACTED<br>FY 17 |                   |             |                |
|---------------------------------------|------------------|-------------------|--------------|----------------|------------------|-------------------|-------------|----------------|------------------|-------------------|-------------|----------------|
|                                       | FULL TIME        |                   | PART TIME    |                | FULL TIME        |                   | PART TIME   |                | FULL TIME        |                   | PART TIME   |                |
|                                       | Positions        | Salaries          | Positions    | Salaries       | Positions        | Salaries          | Positions   | Salaries       | Positions        | Salaries          | Positions   | Salaries       |
| <b>GENERAL FUND</b>                   |                  |                   |              |                |                  |                   |             |                |                  |                   |             |                |
| County Executive                      | 11.00            | 853,551           |              |                | 4.00             | 320,465           |             |                | 4.00             | 333,009           |             |                |
| Administration                        | 64.00            | 3,234,776         | 3.00         | 80,206         | 49.00            | 2,520,821         |             |                | 49.00            | 2,579,190         |             |                |
| Procurement                           | 14.00            | 854,044           |              |                | 14.00            | 795,212           |             |                | 11.00            | 730,181           |             |                |
| Treasury                              | 34.00            | 2,168,538         | 1.10         | 38,810         | 33.00            | 2,033,550         |             |                | 33.00            | 2,082,179         |             |                |
| Law                                   | 15.00            | 1,420,122         | 0.80         | 53,769         | 16.00            | 1,479,069         |             |                | 15.00            | 1,405,622         |             |                |
| Planning & Zoning                     | 41.00            | 2,410,636         |              |                | 38.00            | 2,132,528         |             |                | 37.00            | 2,204,153         |             |                |
| Human Resources                       | 7.00             | 452,481           |              |                | 9.00             | 606,052           |             |                | 8.00             | 558,771           |             |                |
| Community Services                    | 39.00            | 2,300,919         | 0.50         | 24,960         | 25.00            | 1,621,504         |             |                | 25.00            | 1,546,581         |             |                |
| Office of Gov't & Community Relations | 0.00             | 0                 |              |                | 4.00             | 341,483           |             |                | 6.00             | 455,692           |             |                |
| Housing Agency                        | 7.00             | 280,348           |              |                | 9.00             | 390,209           |             |                | 8.00             | 392,903           |             |                |
| Information & Communication Tech      | 29.00            | 1,777,917         |              |                | 24.00            | 1,479,690         |             |                | 23.00            | 1,591,220         |             |                |
| Sheriff's Office                      | 522.00           | 31,208,945        | 6.35         | 193,497        | 529.00           | 31,650,375        | 6.35        | 196,672        | 529.00           | 32,199,691        | 6.35        | 205,967        |
| Emergency Services                    | 94.00            | 4,451,355         |              |                | 91.00            | 4,342,093         |             |                | 90.00            | 4,512,789         |             |                |
| Inspections, Licenses & Permits       | 39.00            | 2,252,384         |              |                | 29.00            | 1,720,893         |             |                | 30.00            | 1,793,640         |             |                |
| Public Works                          | 24.00            | 1,182,005         |              |                | 30.00            | 1,840,991         |             |                | 14.00            | 1,041,487         |             |                |
| County Council                        | 28.00            | 1,395,768         |              |                | 27.00            | 1,443,760         |             |                | 27.00            | 1,471,867         |             |                |
| Judicial                              | 29.00            | 1,672,501         |              |                | 30.00            | 1,721,450         |             |                | 30.00            | 1,729,941         |             |                |
| State's Attorney                      | 59.00            | 3,690,542         |              |                | 59.00            | 3,693,530         |             |                | 59.00            | 3,808,395         |             |                |
| Parks & Recreation                    | 100.50           | 4,935,255         | 2.00         | 57,447         | 93.50            | 4,477,889         |             |                | 92.00            | 4,545,817         |             |                |
| Conservation of Natural Resources     | 4.00             | 248,815           |              |                | 5.00             | 291,115           |             |                | 5.00             | 297,788           |             |                |
| Economic Development                  | 17.00            | 1,166,932         |              |                | 22.00            | 1,261,817         |             |                | 20.00            | 1,254,248         |             |                |
| <b>TOTAL GENERAL FUND</b>             | <b>1,177.50</b>  | <b>67,957,834</b> | <b>13.75</b> | <b>448,689</b> | <b>1,140.50</b>  | <b>66,164,496</b> | <b>6.35</b> | <b>196,672</b> | <b>1,115.00</b>  | <b>66,535,164</b> | <b>6.35</b> | <b>205,967</b> |
| <b>SOLID WASTE SERVICES</b>           |                  |                   |              |                |                  |                   |             |                |                  |                   |             |                |
| Public Works                          | 32.00            | 1,463,071         | 1.20         | 39,524         | 23.00            | 1,122,088         |             |                | 0.00             | 0                 |             |                |
| <b>TOTAL SOLID WASTE SERVICES</b>     | <b>32.00</b>     | <b>1,463,071</b>  | <b>1.20</b>  | <b>39,524</b>  | <b>23.00</b>     | <b>1,122,088</b>  | <b>0.00</b> | <b>0</b>       | <b>0.00</b>      | <b>0</b>          | <b>0.00</b> | <b>0</b>       |

**HARFORD COUNTY, MARYLAND  
PERSONNEL SUMMARY**

|                                                        | ENACTED<br>FY 15 |                   |              |                | ENACTED<br>FY 16 |                   |             |                | ENACTED<br>FY 17 |                   |             |                |
|--------------------------------------------------------|------------------|-------------------|--------------|----------------|------------------|-------------------|-------------|----------------|------------------|-------------------|-------------|----------------|
|                                                        | FULL TIME        |                   | PART TIME    |                | FULL TIME        |                   | PART TIME   |                | FULL TIME        |                   | PART TIME   |                |
|                                                        | Positions        | Salaries          | Positions    | Salaries       | Positions        | Salaries          | Positions   | Salaries       | Positions        | Salaries          | Positions   | Salaries       |
| <b>HIGHWAYS FUND</b>                                   |                  |                   |              |                |                  |                   |             |                |                  |                   |             |                |
| Procurement                                            | 2.00             | 126,418           |              |                | 2.00             | 133,024           |             |                | 2.00             | 134,294           |             |                |
| Public Works                                           | 194.00           | 9,718,875         |              |                | 188.00           | 9,332,345         |             |                | 185.00           | 9,557,867         |             |                |
| <b>TOTAL HIGHWAYS FUND</b>                             | <b>196.00</b>    | <b>9,845,293</b>  | <b>0.00</b>  | <b>0</b>       | <b>190.00</b>    | <b>9,465,369</b>  | <b>0.00</b> | <b>0</b>       | <b>187.00</b>    | <b>9,692,161</b>  | <b>0.00</b> | <b>0</b>       |
| <b>WATER &amp; SEWER FUND</b>                          |                  |                   |              |                |                  |                   |             |                |                  |                   |             |                |
| Treasury                                               | 9.00             | 485,802           |              |                | 9.00             | 509,102           |             |                | 9.00             | 507,483           |             |                |
| Public Works                                           | 172.00           | 9,207,126         |              |                | 170.00           | 9,133,073         |             |                | 170.00           | 9,445,221         |             |                |
| <b>TOTAL WATER &amp; SEWER FUND</b>                    | <b>181.00</b>    | <b>9,692,928</b>  | <b>0.00</b>  | <b>0</b>       | <b>179.00</b>    | <b>9,642,175</b>  | <b>0.00</b> | <b>0</b>       | <b>179.00</b>    | <b>9,952,704</b>  | <b>0.00</b> | <b>0</b>       |
| <b>STORMWATER MANAGEMENT FUND</b>                      |                  |                   |              |                |                  |                   |             |                |                  |                   |             |                |
| Public Works                                           | 12.00            | 814,015           |              |                | 0.00             | 0                 |             |                | 0.00             | 0                 |             |                |
| <b>TOTAL STORMWATER MGT FUND</b>                       | <b>12.00</b>     | <b>814,015</b>    | <b>0.00</b>  | <b>0</b>       | <b>0.00</b>      | <b>0</b>          | <b>0.00</b> | <b>0</b>       | <b>0.00</b>      | <b>0</b>          | <b>0.00</b> | <b>0</b>       |
| <b>PARKS &amp; RECREATION SPECIAL<br/>REVENUE FUND</b> |                  |                   |              |                |                  |                   |             |                |                  |                   |             |                |
| Parks and Recreation                                   | 2.50             | 147,721           |              |                | 2.50             | 146,366           |             |                | 2.00             | 118,318           |             |                |
| <b>TOTAL P &amp; R SPECIAL REVENUE FUND</b>            | <b>2.50</b>      | <b>147,721</b>    | <b>0.00</b>  | <b>0</b>       | <b>2.50</b>      | <b>146,366</b>    | <b>0.00</b> | <b>0</b>       | <b>2.00</b>      | <b>118,318</b>    | <b>0.00</b> | <b>0</b>       |
| <b>AG PRESERVATION FUNDS</b>                           |                  |                   |              |                |                  |                   |             |                |                  |                   |             |                |
| Ag Preservation - State                                |                  | 30,000            |              |                |                  | 30,000            |             |                | 0.00             | 30,000            |             |                |
| Ag Preservation - County                               | 1.00             | 49,752            |              |                | 0.00             | 0                 |             |                | 0.00             | 0                 |             |                |
| <b>TOTAL AG PRESERVATION FUNDS</b>                     | <b>1.00</b>      | <b>79,752</b>     | <b>0.00</b>  | <b>0</b>       | <b>0.00</b>      | <b>30,000</b>     | <b>0.00</b> | <b>0</b>       | <b>0.00</b>      | <b>30,000</b>     | <b>0.00</b> | <b>0</b>       |
| <b>TOTAL ALL FUNDS</b>                                 | <b>1,602.00</b>  | <b>90,000,614</b> | <b>14.95</b> | <b>488,213</b> | <b>1,535.00</b>  | <b>86,570,494</b> | <b>6.35</b> | <b>196,672</b> | <b>1,483.00</b>  | <b>86,328,347</b> | <b>6.35</b> | <b>205,967</b> |

**FY 2017 POSITION CHANGES**

|                                              | FULL TIME<br>ABOLISH & CREATES |          |                    | FULL TIME<br>TRANSFERS |          |                    | PART TIME<br>ABOLISH & CREATES |          |                    | PART TIME<br>TRANSFERS |          |                    |
|----------------------------------------------|--------------------------------|----------|--------------------|------------------------|----------|--------------------|--------------------------------|----------|--------------------|------------------------|----------|--------------------|
|                                              | # of<br>Positions              | Salary   | Salary &<br>Fringe | # of<br>Positions      | Salary   | Salary &<br>Fringe | # of<br>Positions              | Salary   | Salary &<br>Fringe | # of<br>Positions      | Salary   | Salary &<br>Fringe |
| <b>GENERAL FUND</b>                          |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| <b>COUNTY EXECUTIVE</b>                      |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Office of Chief of Staff                     |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Chief of Staff                               |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Administrative Secretary II                  |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Deputy Chief of Staff                        |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Management Assistant II                      |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Office of Chief of Staff</b>    | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| Constituent Services                         |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Administrative Specialist II                 |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Deputy Chief of Staff                        |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Constituent Services</b>        | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| Division of Agricultural Affairs             |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Deputy Chief of Staff                        |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Div of Ag Affairs</b>           | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
|                                              |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| <b>TOTAL COUNTY EXECUTIVE</b>                | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |
| <b>ADMINISTRATION</b>                        |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Efficiency and Innovation                    |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Administrative Specialist II                 |                                |          |                    | 1.00                   | 49,931   | 78,260             |                                |          |                    |                        |          |                    |
| Chief of Efficiency and Innovation           |                                |          |                    | 1.00                   | 73,404   | 108,810            |                                |          |                    |                        |          |                    |
| <b>Sub-total Sustainability</b>              | 0.00                           | 0        | 0                  | 2.00                   | 123,335  | 187,070            | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| Facilities & Operations                      |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Maintenance Supervisor                       |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Administrative Assistant I                   |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Administrative Specialist I                  | 1.00                           | 64,102   | 76,974             |                        |          |                    |                                |          |                    |                        |          |                    |
| Asset Manager                                |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Custodial Worker II                          |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Maintenance Mechanic I                       |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Maintenance Mechanic II                      |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Maintenance Supervisor                       | (1.00)                         | (53,800) | (81,372)           |                        |          |                    |                                |          |                    |                        |          |                    |
| Maintenance Worker I                         |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Maintenance Worker II                        |                                |          |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Facilities &amp; Operations</b> | 0.00                           | 10,302   | (4,398)            | 0.00                   | 0        | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |



**FY 2017 POSITION CHANGES**

|                                                   | FULL TIME<br>ABOLISH & CREATES |                 |                    | FULL TIME<br>TRANSFERS |                  |                    | PART TIME<br>ABOLISH & CREATES |          |                    | PART TIME<br>TRANSFERS |          |                    |
|---------------------------------------------------|--------------------------------|-----------------|--------------------|------------------------|------------------|--------------------|--------------------------------|----------|--------------------|------------------------|----------|--------------------|
|                                                   | # of<br>Positions              | Salary          | Salary &<br>Fringe | # of<br>Positions      | Salary           | Salary &<br>Fringe | # of<br>Positions              | Salary   | Salary &<br>Fringe | # of<br>Positions      | Salary   | Salary &<br>Fringe |
| <b>ADMINISTRATION CONT'D</b>                      |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| Budget & Management Research (BMR)                |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| Grants Administrator                              |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| Senior Budget Analyst                             |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total BMR</b>                              | 0.00                           | 0               | 0                  | 0.00                   | 0                | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| Citizen Affairs & Administrative Services         |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| Chief of Citizen Affairs & Admin Services         |                                |                 |                    | (1.00)                 | (71,000)         | (102,343)          |                                |          |                    |                        |          |                    |
| Administrative Specialist I                       |                                |                 |                    | (1.00)                 | (56,000)         | (84,667)           |                                |          |                    |                        |          |                    |
| <b>Sub-total Citizen Affairs &amp; Admin Svcs</b> | 0.00                           | 0               | 0                  | (2.00)                 | (127,000)        | (187,010)          | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| Risk Management                                   |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| Administrative Assistant I                        |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| Administrative Assistant II                       |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| Asset Manager                                     |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| Chief of Security                                 |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| Claims Adjuster                                   |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| Programmer Analyst I                              |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| Risk Manager                                      |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| Safety Officer                                    |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| Security Supervisor                               |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| Special Police Officer I                          |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| Special Police Officer II                         |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Risk Management</b>                  | 0.00                           | 0               | 0                  | 0.00                   | 0                | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| <b>TOTAL ADMINISTRATION</b>                       | <b>0.00</b>                    | <b>10,302</b>   | <b>(4,398)</b>     | <b>0.00</b>            | <b>(3,665)</b>   | <b>60</b>          | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |
| <b>PROCUREMENT</b>                                |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| Procurement Operations                            |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| Administrative Assistant II                       | (1.00)                         | (60,773)        | (77,794)           |                        |                  |                    |                                |          |                    |                        |          |                    |
| Procurement Agent II                              |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Procurement Operations</b>           | (1.00)                         | (60,773)        | (77,794)           | 0.00                   | 0                | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| Property Management                               |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| Administrative Assistant II                       |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Property Management</b>              | 0.00                           | 0               | 0                  | 0.00                   | 0                | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| Efficiency & Innovation                           |                                |                 |                    |                        |                  |                    |                                |          |                    |                        |          |                    |
| Administrative Specialist II                      |                                |                 |                    | (1.00)                 | (48,477)         | (75,802)           |                                |          |                    |                        |          |                    |
| Chief, Efficiency & Innovation                    |                                |                 |                    | (1.00)                 | (71,000)         | (105,100)          |                                |          |                    |                        |          |                    |
| <b>Sub-total Efficiency &amp; Innovation</b>      | 0.00                           | 0               | 0                  | (2.00)                 | (119,477)        | (180,902)          | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| <b>TOTAL PROCUREMENT</b>                          | <b>(1.00)</b>                  | <b>(60,773)</b> | <b>(77,794)</b>    | <b>(2.00)</b>          | <b>(119,477)</b> | <b>(180,902)</b>   | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |

**FY 2017 POSITION CHANGES**

|                                             | FULL TIME<br>ABOLISH & CREATES |                  |                    | FULL TIME<br>TRANSFERS |               |                    | PART TIME<br>ABOLISH & CREATES |          |                    | PART TIME<br>TRANSFERS |          |                    |
|---------------------------------------------|--------------------------------|------------------|--------------------|------------------------|---------------|--------------------|--------------------------------|----------|--------------------|------------------------|----------|--------------------|
|                                             | # of<br>Positions              | Salary           | Salary &<br>Fringe | # of<br>Positions      | Salary        | Salary &<br>Fringe | # of<br>Positions              | Salary   | Salary &<br>Fringe | # of<br>Positions      | Salary   | Salary &<br>Fringe |
| <b>TREASURY</b>                             |                                |                  |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Office of the Treasurer                     |                                |                  |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Administrative Specialist II                |                                |                  |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Office of the Treasurer</b>    | 0.00                           | 0                | 0                  | 0.00                   | 0             | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| Bureau of Accounting                        |                                |                  |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Grants Administrator                        |                                |                  |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Accounting Clerk II                         |                                |                  |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Bureau of Accounting</b>       | 0.00                           | 0                | 0                  | 0.00                   | 0             | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| Bureau of Revenue Collections               |                                |                  |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Accounting Technician II                    |                                |                  |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Bur of Revenue Collections</b> | 0.00                           | 0                | 0                  | 0.00                   | 0             | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| Solid Waste Accounting                      |                                |                  |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Accounting Technician II                    |                                |                  |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Solid Waste Accounting</b>     | 0.00                           | 0                | 0                  | 0.00                   | 0             | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| <b>TOTAL TREASURY</b>                       | <b>0.00</b>                    | <b>0</b>         | <b>0</b>           | <b>0.00</b>            | <b>0</b>      | <b>0</b>           | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |
| <b>LAW</b>                                  |                                |                  |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Legal Services                              |                                |                  |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Assistant Senior County Attorney            |                                |                  |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Legal Specialist I                          |                                |                  |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Legal Assistant II                          |                                |                  |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Administrative Specialist I                 |                                |                  |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Administrative Specialist II                |                                |                  |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Management Assistant I                      |                                |                  |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Legal Services</b>             | <b>0.00</b>                    | <b>0</b>         | <b>0</b>           | <b>0.00</b>            | <b>0</b>      | <b>0</b>           | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |
| Risk Management                             |                                |                  |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Risk and Safety Officer                     |                                |                  |                    | 1.00                   | 72,000        | 105,010            |                                |          |                    |                        |          |                    |
| Risk Manager                                | (1.00)                         | (97,969)         | (136,067)          |                        |               |                    |                                |          |                    |                        |          |                    |
| Claims Adjuster                             | (1.00)                         | (50,296)         | (73,513)           |                        |               |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Risk Management</b>            | <b>(2.00)</b>                  | <b>(148,265)</b> | <b>(209,580)</b>   | <b>1.00</b>            | <b>72,000</b> | <b>105,010</b>     | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |
| <b>TOTAL LAW</b>                            | <b>(2.00)</b>                  | <b>(148,265)</b> | <b>(209,580)</b>   | <b>1.00</b>            | <b>72,000</b> | <b>105,010</b>     | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |

**FY 2017 POSITION CHANGES**

|                                             | FULL TIME<br>ABOLISH & CREATES |          |                    | FULL TIME<br>TRANSFERS |                 |                    | PART TIME<br>ABOLISH & CREATES |          |                    | PART TIME<br>TRANSFERS |          |                    |
|---------------------------------------------|--------------------------------|----------|--------------------|------------------------|-----------------|--------------------|--------------------------------|----------|--------------------|------------------------|----------|--------------------|
|                                             | # of<br>Positions              | Salary   | Salary &<br>Fringe | # of<br>Positions      | Salary          | Salary &<br>Fringe | # of<br>Positions              | Salary   | Salary &<br>Fringe | # of<br>Positions      | Salary   | Salary &<br>Fringe |
| <b>PLANNING &amp; ZONING</b>                |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Comprehensive Planning                      |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Computer System Engineer II                 |                                |          |                    | 1.00                   | 92,700          | 131,578            |                                |          |                    |                        |          |                    |
| GIS Analyst II                              |                                |          |                    | (1.00)                 | (75,730)        | (108,081)          |                                |          |                    |                        |          |                    |
| Planner III                                 |                                |          |                    | 1.00                   | 69,055          | 101,349            |                                |          |                    |                        |          |                    |
| Zoning Technician                           |                                |          |                    | (1.00)                 | (34,100)        | (46,755)           |                                |          |                    |                        |          |                    |
| <b>Sub-total Comprehensive Planning</b>     | 0.00                           | 0        | 0                  | 0.00                   | 51,925          | 78,091             | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| Current Planning                            |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Clerk Typist                                |                                |          |                    | (1.00)                 | (28,500)        | (55,018)           |                                |          |                    |                        |          |                    |
| Planner III                                 |                                |          |                    | (1.00)                 | (67,044)        | (97,916)           |                                |          |                    |                        |          |                    |
| Zoning Technician                           |                                |          |                    | 1.00                   | 35,123          | 53,721             |                                |          |                    |                        |          |                    |
| <b>Sub-total Current Planning</b>           | 0.00                           | 0        | 0                  | (1.00)                 | (60,421)        | (99,213)           | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
|                                             |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| <b>TOTAL PLANNING &amp; ZONING</b>          | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>(1.00)</b>          | <b>(8,496)</b>  | <b>(21,124)</b>    | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |
| <b>HUMAN RESOURCES</b>                      |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Clerical Assistant II                       |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Safety Officer                              |                                |          |                    | (1.00)                 | (61,795)        | (91,877)           |                                |          |                    |                        |          |                    |
| <b>TOTAL HUMAN RESOURCES</b>                | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>(1.00)</b>          | <b>(61,795)</b> | <b>(91,877)</b>    | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |
| <b>COMMUNITY SERVICES</b>                   |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Director of Community Services              |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Cultural Arts Board Coordinator             |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Administrative Assistant II                 | 1.00                           | 62,596   | 80,253             |                        |                 |                    |                                |          |                    |                        |          |                    |
| Administrative Specialist I                 |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Coordinator for Disabilities                |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Human Relations Manager                     |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Director of Community Svcs</b> | 1.00                           | 62,596   | 80,253             | 0.00                   | 0               | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| Community Development                       |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Administrator                               |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Administrative Budget Technician            |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Housing Services Coordinator                |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Administrative Specialist II                |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Coordinator for Disabilities                |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Human Relations Manager                     |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Community Development</b>      | 0.00                           | 0        | 0                  | 0.00                   | 0               | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| Office of Dug Control                       |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Juvenile Drug Court                         | (1.00)                         | (62,236) | (92,179)           |                        |                 |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Emergency Assistance</b>       | (1.00)                         | (62,236) | (92,179)           | 0.00                   | 0               | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
|                                             |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |

**FY 2017 POSITION CHANGES**

|                                               | FULL TIME<br>ABOLISH & CREATES |          |                    | FULL TIME<br>TRANSFERS |         |                    | PART TIME<br>ABOLISH & CREATES |        |                    | PART TIME<br>TRANSFERS |        |                    |
|-----------------------------------------------|--------------------------------|----------|--------------------|------------------------|---------|--------------------|--------------------------------|--------|--------------------|------------------------|--------|--------------------|
|                                               | # of<br>Positions              | Salary   | Salary &<br>Fringe | # of<br>Positions      | Salary  | Salary &<br>Fringe | # of<br>Positions              | Salary | Salary &<br>Fringe | # of<br>Positions      | Salary | Salary &<br>Fringe |
| <b>COMMUNITY SERVICES CONT'D.</b>             |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| Office on Aging                               |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| Administrative Budget Technician I            |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| Client Advocate Svcs Assistant Manager        |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| <b>Sub-total Office on Aging</b>              | 0.00                           | 0        | 0                  | 0.00                   | 0       | 0                  | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |
| Harford Transit                               |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| Administrative Assistant II                   |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| Communication Specialist I                    |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| Communication Specialist II                   |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| Grants Specialist II                          |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| Manager, Harford Transit                      |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| Administrator                                 |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| Accounting Technician I                       |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| Accounting Technician II                      |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| <b>Sub-total Harford Transit</b>              | 0.00                           | 0        | 0                  | 0.00                   | 0       | 0                  | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |
| <b>TOTAL COMMUNITY SERVICES</b>               | 0.00                           | 360      | (11,926)           | 0.00                   | 0       | 0                  | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |
| <b>GOVERNMENTAL &amp; COMMUNITY RELATIONS</b> |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| Administrative Specialist II                  |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| Director Gov't & Community Relations          |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| Deputy Director, Gov't & Comm Relations       |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| <b>Sub-total Governmental &amp; Com Relat</b> | 0.00                           | 0        | 0                  | 0.00                   | 0       | 0                  | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |
| <b>Citizens Affairs and AG Serv</b>           |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| Chief, Citizens Affairs and AG                |                                |          |                    | 1.00                   | 71,000  | 103,119            |                                |        |                    |                        |        |                    |
| Administrative Specialist II                  |                                |          |                    | 1.00                   | 60,000  | 90,140             |                                |        |                    |                        |        |                    |
| <b>Sub-total Governmental &amp; Com Relat</b> | 0.00                           | 0        | 0                  | 2.00                   | 131,000 | 193,259            | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |
| <b>TOTAL GOV'T &amp; COMMUNITY RELATIONS</b>  | 0.00                           | 0        | 0                  | 2.00                   | 131,000 | 193,259            | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |
| <b>HOUSING &amp; COMMUNITY DEVELOPMENT</b>    |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| Accountant I                                  |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| Administrative Budget Technician II           |                                |          |                    |                        |         |                    |                                |        |                    |                        |        |                    |
| Grants Specialist I                           | (1.00)                         | (49,426) | (77,454)           |                        |         |                    |                                |        |                    |                        |        |                    |
| <b>TOTAL HOUSING &amp; COMMUNITY DEV</b>      | (1.00)                         | (49,426) | (77,454)           | 0.00                   | 0       | 0                  | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |

**FY 2017 POSITION CHANGES**

|                                                           | FULL TIME<br>ABOLISH & CREATES |          |                    | FULL TIME<br>TRANSFERS |                    |                    | PART TIME<br>ABOLISH & CREATES |          |                    | PART TIME<br>TRANSFERS |                  |                    |
|-----------------------------------------------------------|--------------------------------|----------|--------------------|------------------------|--------------------|--------------------|--------------------------------|----------|--------------------|------------------------|------------------|--------------------|
|                                                           | # of<br>Positions              | Salary   | Salary &<br>Fringe | # of<br>Positions      | Salary             | Salary &<br>Fringe | # of<br>Positions              | Salary   | Salary &<br>Fringe | # of<br>Positions      | Salary           | Salary &<br>Fringe |
| <b>INFORMATION AND COMMUNICATION<br/>TECHNOLOGY (ICT)</b> |                                |          |                    |                        |                    |                    |                                |          |                    |                        |                  |                    |
| Computer System Engineer II                               | (1.00)                         | 0        | 0                  | (1.00)                 | (46,656)           | (69,337)           |                                |          |                    |                        |                  |                    |
| GIS Coordinator                                           |                                |          |                    | 1.00                   | 79,517             | 116,146            |                                |          |                    |                        |                  |                    |
| Programmer Analyst (Unfunded in FY 15)                    |                                |          |                    |                        |                    |                    |                                |          |                    |                        |                  |                    |
| Telecommunications Engineer II                            |                                |          |                    |                        |                    |                    |                                |          |                    |                        |                  |                    |
| Telecommunications Specialist I                           |                                |          |                    |                        |                    |                    |                                |          |                    |                        |                  |                    |
| Web Administrator                                         |                                |          |                    |                        |                    |                    |                                |          |                    |                        |                  |                    |
| Web Designer                                              |                                |          |                    |                        |                    |                    |                                |          |                    |                        |                  |                    |
| <b>TOTAL INFO &amp; COMMUNICATION TECH</b>                | <b>(1.00)</b>                  | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>32,861</b>      | <b>46,809</b>      | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b>         | <b>0</b>           |
| <b>SHERIFF'S OFFICE</b>                                   |                                |          |                    |                        |                    |                    |                                |          |                    |                        |                  |                    |
| Administration & Support                                  |                                |          |                    |                        |                    |                    |                                |          |                    |                        |                  |                    |
| Captain                                                   |                                |          |                    | 0.00                   | 5,947              | 41,251             |                                |          |                    |                        |                  |                    |
| Corporal                                                  |                                |          |                    | 1.00                   | 68,664             | 121,905            |                                |          |                    |                        |                  |                    |
| Deputy First Class                                        |                                |          |                    | 2.00                   | 120,254            | 187,079            |                                |          |                    |                        |                  |                    |
| Sr. Deputy First Class                                    |                                |          |                    | 10.00                  | 670,657            | 1,113,818          |                                |          |                    |                        |                  |                    |
| Animal Control Manager                                    |                                |          |                    | 1.00                   | 58,402             | 92,018             |                                |          |                    |                        |                  |                    |
| Animal Control Clerk                                      |                                |          |                    | 1.00                   | 32,436             | 56,288             |                                |          |                    |                        |                  |                    |
| Animal Control Officer I                                  |                                |          |                    | 1.00                   | 39,698             | 54,078             |                                |          |                    |                        |                  |                    |
| Animal Control Officer II                                 |                                |          |                    | 4.00                   | 208,262            | 299,167            |                                |          |                    |                        |                  |                    |
| Lieutenant                                                |                                |          |                    | 1.00                   | 90,838             | 149,051            |                                |          |                    |                        |                  |                    |
| Sergeant                                                  |                                |          |                    | 1.00                   | 86,124             | 143,607            |                                |          |                    |                        |                  |                    |
| School Crossing Guard                                     |                                |          |                    | 1.00                   | 32,436             | 40,537             |                                |          |                    | 6.35                   | 205,967          | 409,552            |
| <b>Sub-total Administration &amp; Support</b>             | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>23.00</b>           | <b>1,413,718</b>   | <b>2,298,799</b>   | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>6.35</b>            | <b>205,967</b>   | <b>409,552</b>     |
| Patrol Operations                                         |                                |          |                    |                        |                    |                    |                                |          |                    |                        |                  |                    |
| Captain                                                   |                                |          |                    | (1.00)                 | (118,423)          | (183,495)          |                                |          |                    |                        |                  |                    |
| Corporal                                                  |                                |          |                    | 0.00                   | (1,821)            | (7,028)            |                                |          |                    |                        |                  |                    |
| Deputy                                                    |                                |          |                    | 9.00                   | 446,758            | 767,452            |                                |          |                    |                        |                  |                    |
| Deputy First Class                                        |                                |          |                    | (7.00)                 | (389,335)          | (628,263)          |                                |          |                    |                        |                  |                    |
| Sr. Deputy First Class                                    |                                |          |                    | (11.00)                | (748,512)          | (1,220,458)        |                                |          |                    |                        |                  |                    |
| Lieutenant                                                |                                |          |                    | (1.00)                 | (88,173)           | (143,689)          |                                |          |                    |                        |                  |                    |
| Sergeant                                                  |                                |          |                    | (2.00)                 | (174,936)          | (282,893)          |                                |          |                    |                        |                  |                    |
| School Crossing Guard                                     |                                |          |                    | (1.00)                 | (31,472)           | (39,050)           |                                |          |                    | (6.35)                 | (199,847)        | (394,874)          |
| Animal Control Clerk                                      |                                |          |                    | (1.00)                 | (31,472)           | (54,480)           |                                |          |                    |                        |                  |                    |
| Animal Control Manager                                    |                                |          |                    | (1.00)                 | (65,542)           | (83,683)           |                                |          |                    |                        |                  |                    |
| Animal Control Officer II                                 |                                |          |                    | (5.00)                 | (216,827)          | (338,845)          |                                |          |                    |                        |                  |                    |
| <b>Sub-total Patrol Operations</b>                        | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>(21.00)</b>         | <b>(1,419,755)</b> | <b>(2,214,432)</b> | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>(6.35)</b>          | <b>(199,847)</b> | <b>(394,874)</b>   |

**FY 2017 POSITION CHANGES**

|                                                 | FULL TIME<br>ABOLISH & CREATES |          |                    | FULL TIME<br>TRANSFERS |                  |                    | PART TIME<br>ABOLISH & CREATES |          |                    | PART TIME<br>TRANSFERS |              |                    |
|-------------------------------------------------|--------------------------------|----------|--------------------|------------------------|------------------|--------------------|--------------------------------|----------|--------------------|------------------------|--------------|--------------------|
|                                                 | # of<br>Positions              | Salary   | Salary &<br>Fringe | # of<br>Positions      | Salary           | Salary &<br>Fringe | # of<br>Positions              | Salary   | Salary &<br>Fringe | # of<br>Positions      | Salary       | Salary &<br>Fringe |
| <b>SHERIFF'S OFFICE CONT'D</b>                  |                                |          |                    |                        |                  |                    |                                |          |                    |                        |              |                    |
| Investigative Services                          |                                |          |                    |                        |                  |                    |                                |          |                    |                        |              |                    |
| Corporal                                        |                                |          |                    | 1.00                   | 79,932           | 135,421            |                                |          |                    |                        |              |                    |
| Deputy First Class                              |                                |          |                    | 1.00                   | 50,084           | 77,754             |                                |          |                    |                        |              |                    |
| Sr. Deputy First Class                          |                                |          |                    | (2.00)                 | (146,727)        | (244,020)          |                                |          |                    |                        |              |                    |
| Lieutenant                                      |                                |          |                    | 0.00                   | (2,527)          | (21,130)           |                                |          |                    |                        |              |                    |
| Sergeant                                        |                                |          |                    | 0.00                   | (7,612)          | 38,284             |                                |          |                    |                        |              |                    |
| <b>Sub-total Investigative Services</b>         | 0.00                           | 0        | 0                  | 0.00                   | (26,851)         | (13,692)           | 0.00                           | 0        | 0                  | 0.00                   | 0            | 0                  |
| Correctional Services                           |                                |          |                    |                        |                  |                    |                                |          |                    |                        |              |                    |
| Officer                                         |                                |          |                    |                        |                  |                    |                                |          |                    |                        |              |                    |
| <b>Sub-total Correctional Services</b>          | 0.00                           | 0        | 0                  | 0.00                   | 0                | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0            | 0                  |
| Court Services                                  |                                |          |                    |                        |                  |                    |                                |          |                    |                        |              |                    |
| Captain                                         |                                |          |                    | 0.00                   | 22,122           | 33,151             |                                |          |                    |                        |              |                    |
| Corporal                                        |                                |          |                    | 0.00                   | (25,840)         | (32,278)           |                                |          |                    |                        |              |                    |
| Deputy First Class                              |                                |          |                    | 0.00                   | 1,569            | (9,155)            |                                |          |                    |                        |              |                    |
| Sr. Deputy First Class                          |                                |          |                    | (2.00)                 | (159,830)        | (257,665)          |                                |          |                    |                        |              |                    |
| Sergeant                                        |                                |          |                    | 0.00                   | (10,316)         | 19,380             |                                |          |                    |                        |              |                    |
| <b>Sub-total Court Services</b>                 | 0.00                           | 0        | 0                  | (2.00)                 | (172,296)        | (246,567)          | 0.00                           | 0        | 0                  | 0.00                   | 0            | 0                  |
| Cooperative Agreement                           |                                |          |                    |                        |                  |                    |                                |          |                    |                        |              |                    |
| Sergeant                                        |                                |          |                    | 0.00                   | (2,220)          | 8,301              |                                |          |                    |                        |              |                    |
| <b>Sub-total Cooperative Agreement</b>          | 0.00                           | 0        | 0                  | 0.00                   | (2,220)          | 8,301              | 0.00                           | 0        | 0                  | 0.00                   | 0            | 0                  |
| <b>TOTAL SHERIFF'S OFFICE</b>                   | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>(207,404)</b> | <b>(167,592)</b>   | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>6,120</b> | <b>14,678</b>      |
| <b>EMERGENCY SERVICES</b>                       |                                |          |                    |                        |                  |                    |                                |          |                    |                        |              |                    |
| Administration                                  |                                |          |                    |                        |                  |                    |                                |          |                    |                        |              |                    |
| Management Assistant II                         | (1.00)                         | 0        | 0                  |                        |                  |                    |                                |          |                    |                        |              |                    |
| Planner I                                       |                                |          |                    |                        |                  |                    |                                |          |                    |                        |              |                    |
| <b>Sub-total Administration</b>                 | (1.00)                         | 0        | 0                  | 0.00                   | 0                | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0            | 0                  |
| Emergency Communications Center                 |                                |          |                    |                        |                  |                    |                                |          |                    |                        |              |                    |
| Public Safety Dispatcher, Probationary*         |                                |          |                    |                        |                  |                    |                                |          |                    |                        |              |                    |
| Public Safety Dispatcher III*                   |                                |          |                    |                        |                  |                    |                                |          |                    |                        |              |                    |
| Public Safety Supervisor                        |                                |          |                    |                        |                  |                    |                                |          |                    |                        |              |                    |
| *Positions were unfunded in FY 15               |                                |          |                    |                        |                  |                    |                                |          |                    |                        |              |                    |
| <b>Sub-total Emergency Comm Center</b>          | 0.00                           | 0        | 0                  | 0.00                   | 0                | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0            | 0                  |
| Special Operations & Support Svcs               |                                |          |                    |                        |                  |                    |                                |          |                    |                        |              |                    |
| Planner I                                       |                                |          |                    |                        |                  |                    |                                |          |                    |                        |              |                    |
| Public Safety Supervisor                        |                                |          |                    |                        |                  |                    |                                |          |                    |                        |              |                    |
| Electronic Services Technician                  |                                |          |                    |                        |                  |                    |                                |          |                    |                        |              |                    |
| Public Safety Dispatcher III                    |                                |          |                    |                        |                  |                    |                                |          |                    |                        |              |                    |
| <b>Sub-total Special Ops &amp; Support Svcs</b> | 0.00                           | 0        | 0                  | 0.00                   | 0                | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0            | 0                  |
| <b>TOTAL EMERGENCY SERVICES</b>                 | <b>(1.00)</b>                  | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b>         | <b>0</b>           | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b>     | <b>0</b>           |

**FY 2017 POSITION CHANGES**

|                                            | FULL TIME<br>ABOLISH & CREATES |          |                    | FULL TIME<br>TRANSFERS |               |                    | PART TIME<br>ABOLISH & CREATES |          |                    | PART TIME<br>TRANSFERS |          |                    |
|--------------------------------------------|--------------------------------|----------|--------------------|------------------------|---------------|--------------------|--------------------------------|----------|--------------------|------------------------|----------|--------------------|
|                                            | # of<br>Positions              | Salary   | Salary &<br>Fringe | # of<br>Positions      | Salary        | Salary &<br>Fringe | # of<br>Positions              | Salary   | Salary &<br>Fringe | # of<br>Positions      | Salary   | Salary &<br>Fringe |
| <b>INSPECTIONS, LICENSES &amp; PERMITS</b> |                                |          |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Director of DILP                           |                                |          |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Management Assistant II                    |                                |          |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Director of DILP</b>          | 0.00                           | 0        | 0                  | 0.00                   | 0             | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| Building Services                          |                                |          |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Clerk Typist                               |                                |          |                    | 1.00                   | 30,236        | 57,876             |                                |          |                    |                        |          |                    |
| Inspector II                               |                                |          |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Inspector III                              |                                |          |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Senior Plans Reviewer                      |                                |          |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Building Services</b>         | 0.00                           | 0        | 0                  | 1.00                   | 30,236        | 57,876             | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| Manufactured Housing/Abandoned Property    |                                |          |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Inspector III                              |                                |          |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Chief, Housing Services                    |                                |          |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Manufactured Housing</b>      | 0.00                           | 0        | 0                  | 0.00                   | 0             | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| Animal Control                             |                                |          |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Administrative Assistant II                |                                |          |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Clerk Typist                               |                                |          |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Animal Control Officer                     |                                |          |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| Chief Animal Control Officer               |                                |          |                    |                        |               |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Animal Control</b>            | 0.00                           | 0        | 0                  | 0.00                   | 0             | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| <b>TOTAL INSP, LICENSES &amp; PERMITS</b>  | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>1.00</b>            | <b>30,236</b> | <b>57,876</b>      | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |

**FY 2017 POSITION CHANGES**

|                                               | FULL TIME<br>ABOLISH & CREATES |                  |                    | FULL TIME<br>TRANSFERS |          |                    | PART TIME<br>ABOLISH & CREATES |          |                    | PART TIME<br>TRANSFERS |          |                    |
|-----------------------------------------------|--------------------------------|------------------|--------------------|------------------------|----------|--------------------|--------------------------------|----------|--------------------|------------------------|----------|--------------------|
|                                               | # of<br>Positions              | Salary           | Salary &<br>Fringe | # of<br>Positions      | Salary   | Salary &<br>Fringe | # of<br>Positions              | Salary   | Salary &<br>Fringe | # of<br>Positions      | Salary   | Salary &<br>Fringe |
| <b>PUBLIC WORKS</b>                           |                                |                  |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Environmental Services Admin & Engineering    |                                |                  |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Administrative Assistant I                    | (1.00)                         | (34,100)         | (41,523)           |                        |          |                    |                                |          |                    |                        |          |                    |
| Administrator                                 | 1.00                           | 109,096          | 150,924            |                        |          |                    |                                |          |                    |                        |          |                    |
| Deputy Director DPW                           | (1.00)                         | (124,862)        | (168,614)          |                        |          |                    |                                |          |                    |                        |          |                    |
| Management Assistant II                       | (1.00)                         | (61,692)         | (91,375)           |                        |          |                    |                                |          |                    |                        |          |                    |
| Chief Engineering Div                         | (1.00)                         | (119,934)        | (159,974)          |                        |          |                    |                                |          |                    |                        |          |                    |
| Civil Engineer IV                             | (1.00)                         | (105,919)        | (143,561)          |                        |          |                    |                                |          |                    |                        |          |                    |
| Engineering Associate IV                      | (1.00)                         | (78,491)         | (111,264)          |                        |          |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Environmental Services Admin</b> | (5.00)                         | (415,902)        | (565,387)          | 0.00                   | 0        | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| Recycling                                     |                                |                  |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Recycling Program Manager                     | (1.00)                         | (58,700)         | (70,718)           |                        |          |                    |                                |          |                    |                        |          |                    |
| Equipment Repair Specialist                   | (1.00)                         | (56,598)         | (85,911)           |                        |          |                    |                                |          |                    |                        |          |                    |
| Equipment Operator                            | (2.00)                         | (85,724)         | (142,325)          |                        |          |                    |                                |          |                    |                        |          |                    |
| Senior Equipment Operator                     | (2.00)                         | (92,218)         | (152,681)          |                        |          |                    |                                |          |                    |                        |          |                    |
| Laborer                                       | (6.00)                         | (184,292)        | (280,902)          |                        |          |                    |                                |          |                    |                        |          |                    |
| Weighmaster Attendant Trainee                 | (1.00)                         | (28,040)         | (55,662)           |                        |          |                    |                                |          |                    |                        |          |                    |
| Weighmaster/Attendant II                      | (1.00)                         | (46,790)         | (74,510)           |                        |          |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Recycling</b>                    | (14.00)                        | (552,362)        | (862,709)          | 0.00                   | 0        | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| Stormwater Management                         |                                |                  |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Chief Construction Inspector                  |                                |                  |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Civil Engineer II                             |                                |                  |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Civil Engineer III                            |                                |                  |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Civil Engineer IV                             |                                |                  |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Engineering Associate I                       | 1.00                           | 51,912           | 83,682             |                        |          |                    |                                |          |                    |                        |          |                    |
| Engineering Associate IV                      |                                |                  |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Inspector II                                  | 1.00                           | 39,449           | 52,942             |                        |          |                    |                                |          |                    |                        |          |                    |
| Inspector III                                 | 1.00                           | 46,350           | 76,889             |                        |          |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Stormwater Management</b>        | 3.00                           | 137,711          | 213,513            | 0.00                   | 0        | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| <b>TOTAL PUBLIC WORKS</b>                     | <b>(16.00)</b>                 | <b>(830,553)</b> | <b>(1,214,583)</b> | <b>0.00</b>            | <b>0</b> | <b>0</b>           | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |
| <b>COUNTY COUNCIL</b>                         |                                |                  |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Office of County Auditor                      |                                |                  |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Auditor                                       |                                | 0                | 0                  | 0.00                   | 0        | 0                  |                                |          |                    |                        |          |                    |
| <b>Sub-total Office of County Auditor</b>     | 0.00                           | 0                | 0                  | 0.00                   | 0        | 0                  | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| <b>TOTAL COUNTY COUNCIL</b>                   | <b>0.00</b>                    | <b>0</b>         | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |



**FY 2017 POSITION CHANGES**

|                                              | FULL TIME<br>ABOLISH & CREATES |                  |                    | FULL TIME<br>TRANSFERS |                |                    | PART TIME<br>ABOLISH & CREATES |          |                    | PART TIME<br>TRANSFERS |          |                    |
|----------------------------------------------|--------------------------------|------------------|--------------------|------------------------|----------------|--------------------|--------------------------------|----------|--------------------|------------------------|----------|--------------------|
|                                              | # of<br>Positions              | Salary           | Salary &<br>Fringe | # of<br>Positions      | Salary         | Salary &<br>Fringe | # of<br>Positions              | Salary   | Salary &<br>Fringe | # of<br>Positions      | Salary   | Salary &<br>Fringe |
| <b>JUDICIAL</b>                              |                                |                  |                    |                        |                |                    |                                |          |                    |                        |          |                    |
| Jury Commissioner                            |                                |                  |                    |                        |                |                    |                                |          |                    |                        |          |                    |
| Administrative Assistant I                   |                                |                  |                    | 1.00                   | 36,032         | 61,861             |                                |          |                    |                        |          |                    |
| <b>Sub-total Jury Commissioner</b>           | 0.00                           | 0                | 0                  | 1.00                   | 36,032         | 61,861             | 0                              | 0        | 0                  | 0                      | 0        | 0                  |
| Community Work Service                       |                                |                  |                    |                        |                |                    |                                |          |                    |                        |          |                    |
| Administrative Assistant I                   |                                |                  |                    | (1.00)                 | (38,128)       | (51,109)           |                                |          |                    |                        |          |                    |
| <b>Sub-total Jury Commissioner</b>           | 0.00                           | 0                | 0                  | (1.00)                 | (38,128)       | (51,109)           | 0                              | 0        | 0                  | 0                      | 0        | 0                  |
| <b>TOTAL JUDICIAL</b>                        | <b>0.00</b>                    | <b>0</b>         | <b>0</b>           | <b>0.00</b>            | <b>(2,096)</b> | <b>10,752</b>      | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |
| <b>PARKS &amp; RECREATION</b>                |                                |                  |                    |                        |                |                    |                                |          |                    |                        |          |                    |
| Administration                               |                                |                  |                    |                        |                |                    |                                |          |                    |                        |          |                    |
| Administrative Assistant II                  |                                |                  |                    | (1.00)                 | (44,278)       | (65,102)           |                                |          |                    |                        |          |                    |
| Civil Engineer III                           |                                |                  |                    |                        |                |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Administration</b>              | 0.00                           | 0                | 0                  | (1.00)                 | (44,278)       | (65,102)           | 0                              | 0        | 0                  | 0                      | 0        | 0                  |
| Recreation Services                          |                                |                  |                    |                        |                |                    |                                |          |                    |                        |          |                    |
| Administrative Assistant II                  |                                |                  |                    | 0.00                   | 16,471         | 20,021             |                                |          |                    |                        |          |                    |
| Recreation Specialist I                      |                                |                  |                    | 1.50                   | 92,928         | 126,214            |                                |          |                    |                        |          |                    |
| Recreation Specialist V                      |                                |                  |                    | (1.00)                 | (68,000)       | (98,808)           |                                |          |                    |                        |          |                    |
| Management Assistant I                       |                                |                  |                    |                        |                |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Recreation Services</b>         | 0.00                           | 0                | 0                  | 0.50                   | 41,399         | 47,427             | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| Parks & Facilities                           |                                |                  |                    |                        |                |                    |                                |          |                    |                        |          |                    |
| Administrative Assistant II                  |                                |                  |                    | 1.00                   | 39,449         | 66,056             |                                |          |                    |                        |          |                    |
| Crew Chief                                   |                                |                  |                    |                        |                |                    |                                |          |                    |                        |          |                    |
| Custodial Worker II                          |                                |                  |                    |                        |                |                    |                                |          |                    |                        |          |                    |
| Equipment Repair Specialist                  | (1.00)                         | (57,113)         | (87,982)           |                        |                |                    |                                |          |                    |                        |          |                    |
| Management Assistant I                       |                                |                  |                    | 1.00                   | 70,040         | 101,986            |                                |          |                    |                        |          |                    |
| Maintenance Worker II                        | (1.00)                         | (51,483)         | (67,175)           |                        |                |                    |                                |          |                    |                        |          |                    |
| Park Building Maintenance Worker             |                                |                  |                    |                        |                |                    |                                |          |                    |                        |          |                    |
| Maintenance Mechanic I                       |                                |                  |                    |                        |                |                    |                                |          |                    |                        |          |                    |
| Maintenance Mechanic II                      |                                |                  |                    |                        |                |                    |                                |          |                    |                        |          |                    |
| Maintenance Supervisor                       |                                |                  |                    | (1.00)                 | (67,798)       | (97,666)           |                                |          |                    |                        |          |                    |
| Recreation Specialist V                      |                                |                  |                    |                        |                |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Parks &amp; Facilities</b>      | (2.00)                         | (108,596)        | (155,157)          | 1.00                   | 41,691         | 70,376             | 0.00                           | 0        | 0                  | 0.00                   | 0        | 0                  |
| <b>TOTAL PARKS &amp; RECREATION</b>          | <b>(2.00)</b>                  | <b>(108,596)</b> | <b>(155,157)</b>   | <b>0.50</b>            | <b>38,812</b>  | <b>52,701</b>      | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |
| <b>CONSERVATION<br/>OF NATURAL RESOURCES</b> |                                |                  |                    |                        |                |                    |                                |          |                    |                        |          |                    |
| Soil Conservation                            |                                |                  |                    |                        |                |                    |                                |          |                    |                        |          |                    |
| Administrative Assistant II                  |                                |                  |                    |                        |                |                    |                                |          |                    |                        |          |                    |
| <b>TOTAL NATURAL RESOURCES</b>               | <b>0.00</b>                    | <b>0</b>         | <b>0</b>           | <b>0.00</b>            | <b>0</b>       | <b>0</b>           | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |

**FY 2017 POSITION CHANGES**

|                                           | FULL TIME<br>ABOLISH & CREATES |             |                    | FULL TIME<br>TRANSFERS |          |                    | PART TIME<br>ABOLISH & CREATES |        |                    | PART TIME<br>TRANSFERS |        |                    |
|-------------------------------------------|--------------------------------|-------------|--------------------|------------------------|----------|--------------------|--------------------------------|--------|--------------------|------------------------|--------|--------------------|
|                                           | # of<br>Positions              | Salary      | Salary &<br>Fringe | # of<br>Positions      | Salary   | Salary &<br>Fringe | # of<br>Positions              | Salary | Salary &<br>Fringe | # of<br>Positions      | Salary | Salary &<br>Fringe |
| <b>ECONOMIC DEVELOPMENT</b>               |                                |             |                    |                        |          |                    |                                |        |                    |                        |        |                    |
| Office of Economic Development            |                                |             |                    |                        |          |                    |                                |        |                    |                        |        |                    |
| Administrative Assistant I                |                                |             |                    |                        |          |                    |                                |        |                    |                        |        |                    |
| Administrative Specialist I               |                                |             |                    |                        |          |                    |                                |        |                    |                        |        |                    |
| Administrator                             |                                |             |                    |                        |          |                    |                                |        |                    |                        |        |                    |
| Economic Development Associate            |                                |             |                    |                        |          |                    |                                |        |                    |                        |        |                    |
| Senior Economic Development Associate     |                                |             |                    |                        |          |                    |                                |        |                    |                        |        |                    |
| <b>Sub-total Ofc of Econ Development</b>  | 0.00                           | 0           | 0                  | 0.00                   | 0        | 0                  | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |
| Tourism                                   |                                |             |                    |                        |          |                    |                                |        |                    |                        |        |                    |
| Economic Development Associate            |                                |             |                    |                        |          |                    |                                |        |                    |                        |        |                    |
| <b>Sub-total Tourism</b>                  | 0.00                           | 0           | 0                  | 0.00                   | 0        | 0                  | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |
| Harford Transit                           |                                |             |                    |                        |          |                    |                                |        |                    |                        |        |                    |
| Accountant II                             |                                |             |                    |                        |          |                    |                                |        |                    |                        |        |                    |
| Accounting Technician II                  |                                |             |                    |                        |          |                    |                                |        |                    |                        |        |                    |
| Administrator                             |                                |             |                    |                        |          |                    |                                |        |                    |                        |        |                    |
| Administrative Assistant II               |                                |             |                    |                        |          |                    |                                |        |                    |                        |        |                    |
| Community Resources Coordinator           |                                |             |                    |                        |          |                    |                                |        |                    |                        |        |                    |
| Communication Specialist I                |                                |             |                    |                        |          |                    |                                |        |                    |                        |        |                    |
| Communication Specialist II               |                                |             |                    |                        |          |                    |                                |        |                    |                        |        |                    |
| Grants Specialist II                      | (1.00)                         | (40,900)    | (49,537)           |                        |          |                    |                                |        |                    |                        |        |                    |
| Manager, Harford Transit (unfunded FY 16) | (1.00)                         | 0           | 0                  |                        |          |                    |                                |        |                    |                        |        |                    |
| <b>Sub-total Harford Transit</b>          | (2.00)                         | (40,900)    | (49,537)           | 0.00                   | 0        | 0                  | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |
| <b>TOTAL ECONOMIC DEVELOPMENT</b>         | (2.00)                         | (40,900)    | (49,537)           | 0.00                   | 0        | 0                  | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |
| <b>TOTAL CHANGES TO GENERAL FUND</b>      | (26.00)                        | (1,227,851) | (1,800,429)        | 0.50                   | (98,023) | 4,972              | 0.00                           | 0      | 0                  | 0.00                   | 6,120  | 14,678             |

**FY 2017 POSITION CHANGES**

|                                              | FULL TIME<br>ABOLISH & CREATES |                    |                    | FULL TIME<br>TRANSFERS |          |                    | PART TIME<br>ABOLISH & CREATES |          |                    | PART TIME<br>TRANSFERS |          |                    |
|----------------------------------------------|--------------------------------|--------------------|--------------------|------------------------|----------|--------------------|--------------------------------|----------|--------------------|------------------------|----------|--------------------|
|                                              | # of<br>Positions              | Salary             | Salary &<br>Fringe | # of<br>Positions      | Salary   | Salary &<br>Fringe | # of<br>Positions              | Salary   | Salary &<br>Fringe | # of<br>Positions      | Salary   | Salary &<br>Fringe |
| <b><u>SOLID WASTE SERVICES</u></b>           |                                |                    |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| <b>PUBLIC WORKS</b>                          |                                |                    |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Solid Waste Management                       |                                |                    |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Administrative Assistant I                   |                                |                    |                    |                        |          |                    |                                |          |                    |                        |          |                    |
| Administrative Specialist I                  | (1.00)                         | (63,762)           | (93,978)           |                        |          |                    |                                |          |                    |                        |          |                    |
| Chief Solid Waste Management                 | (1.00)                         | (111,000)          | (150,032)          |                        |          |                    |                                |          |                    |                        |          |                    |
| Clerk Typist                                 | (1.00)                         | (43,263)           | (62,580)           |                        |          |                    |                                |          |                    |                        |          |                    |
| Crew Chief                                   | (1.00)                         | (46,656)           | (75,794)           |                        |          |                    |                                |          |                    |                        |          |                    |
| Engineer Associate III                       | (1.00)                         | (59,441)           | (81,514)           |                        |          |                    |                                |          |                    |                        |          |                    |
| Equipment Operator                           | (2.00)                         | (92,946)           | (146,658)          |                        |          |                    |                                |          |                    |                        |          |                    |
| Equipment Repair Specialist                  | (1.00)                         | (56,598)           | (86,008)           |                        |          |                    |                                |          |                    |                        |          |                    |
| Litter Control Program Support               | (1.00)                         | (38,300)           | (63,944)           |                        |          |                    |                                |          |                    |                        |          |                    |
| Senior Equipment Operator                    | (5.00)                         | (216,123)          | (359,717)          |                        |          |                    |                                |          |                    |                        |          |                    |
| Weighmaster Supervisor                       | (1.00)                         | (57,340)           | (89,204)           |                        |          |                    |                                |          |                    |                        |          |                    |
| Weighmaster/Attendant II                     | (3.00)                         | (146,519)          | (217,849)          |                        |          |                    |                                |          |                    |                        |          |                    |
| Laborer                                      | (5.00)                         | (190,140)          | (287,972)          |                        |          |                    |                                |          |                    |                        |          |                    |
| <b>TOTAL PUBLIC WORKS</b>                    | <b>(23.00)</b>                 | <b>(1,122,088)</b> | <b>(1,715,250)</b> | <b>0.00</b>            | <b>0</b> | <b>0</b>           | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |
| <b>TOTAL CHANGES TO SOLID WASTE SERVICES</b> | <b>(23.00)</b>                 | <b>(1,122,088)</b> | <b>(1,715,250)</b> | <b>0.00</b>            | <b>0</b> | <b>0</b>           | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |
|                                              |                                |                    |                    |                        |          |                    |                                |          |                    |                        |          |                    |

**FY 2017 POSITION CHANGES**

|                                           | FULL TIME<br>ABOLISH & CREATES |           |                    | FULL TIME<br>TRANSFERS |        |                    | PART TIME<br>ABOLISH & CREATES |        |                    | PART TIME<br>TRANSFERS |        |                    |
|-------------------------------------------|--------------------------------|-----------|--------------------|------------------------|--------|--------------------|--------------------------------|--------|--------------------|------------------------|--------|--------------------|
|                                           | # of<br>Positions              | Salary    | Salary &<br>Fringe | # of<br>Positions      | Salary | Salary &<br>Fringe | # of<br>Positions              | Salary | Salary &<br>Fringe | # of<br>Positions      | Salary | Salary &<br>Fringe |
| <b>HIGHWAYS FUND</b>                      |                                |           |                    |                        |        |                    |                                |        |                    |                        |        |                    |
| Bureau of Construction Inspections        |                                |           |                    |                        |        |                    |                                |        |                    |                        |        |                    |
| Chief Construction Inspector              |                                |           |                    |                        |        |                    |                                |        |                    |                        |        |                    |
| Inspector II                              | (1.00)                         | (50,000)  | (80,529)           |                        |        |                    |                                |        |                    |                        |        |                    |
| Inspector III                             | (1.00)                         | (61,013)  | (90,788)           |                        |        |                    |                                |        |                    |                        |        |                    |
| <b>Sub-total Construction Inspections</b> | (2.00)                         | (111,013) | (171,317)          | 0.00                   | 0      | 0                  | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |
| Bureau of Highways Engineering            |                                |           |                    |                        |        |                    |                                |        |                    |                        |        |                    |
| Administrative Specialist I               |                                |           |                    |                        |        |                    |                                |        |                    |                        |        |                    |
| GIS Coordinator                           |                                |           |                    |                        |        |                    |                                |        |                    |                        |        |                    |
| Deputy Director of DPW                    |                                |           |                    |                        |        |                    |                                |        |                    |                        |        |                    |
| Engineering Associate I                   | (1.00)                         | (48,931)  | (78,886)           |                        |        |                    |                                |        |                    |                        |        |                    |
| <b>Sub-total Highways Engineering</b>     | (1.00)                         | (48,931)  | (78,886)           | 0.00                   | 0      | 0                  | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |
| Bureau of Highways Maintenance            |                                |           |                    |                        |        |                    |                                |        |                    |                        |        |                    |
| Inspector II                              |                                |           |                    |                        |        |                    |                                |        |                    |                        |        |                    |
| Inspector III                             |                                |           |                    |                        |        |                    |                                |        |                    |                        |        |                    |
| <b>Sub-total Highways Maintenance</b>     | 0.00                           | 0         | 0                  | 0.00                   | 0      | 0                  | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |
| <b>TOTAL PUBLIC WORKS</b>                 | (3.00)                         | (159,944) | (250,203)          | 0.00                   | 0      | 0                  | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |
| <b>TOTAL CHANGES TO HIGHWAYS FUND</b>     | (3.00)                         | (159,944) | (250,203)          | 0.00                   | 0      | 0                  | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |

| FY 2017 POSITION CHANGES                  |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
|-------------------------------------------|--------------------------------|----------|--------------------|------------------------|-----------------|--------------------|--------------------------------|----------|--------------------|------------------------|----------|--------------------|
|                                           | FULL TIME<br>ABOLISH & CREATES |          |                    | FULL TIME<br>TRANSFERS |                 |                    | PART TIME<br>ABOLISH & CREATES |          |                    | PART TIME<br>TRANSFERS |          |                    |
|                                           | # of<br>Positions              | Salary   | Salary &<br>Fringe | # of<br>Positions      | Salary          | Salary &<br>Fringe | # of<br>Positions              | Salary   | Salary &<br>Fringe | # of<br>Positions      | Salary   | Salary &<br>Fringe |
| <b>AG PRESERVATION - COUNTY</b>           |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Planning & Zoning<br>Planner II           |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| <b>TOTAL AG PRESERVATION - COUNTY</b>     | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b>        | <b>0</b>           | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |
| <b>TOTAL CHANGES TO AG PRES - COUNTY</b>  | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b>        | <b>0</b>           | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |
| <b>WATER &amp; SEWER FUND</b>             |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| <b>TREASURY</b>                           |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Water & Sewer Accounting                  |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| <b>TOTAL TREASURY</b>                     | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b>        | <b>0</b>           | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |
| <b>PUBLIC WORKS</b>                       |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Administration                            |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Administrative Assistant II               |                                |          |                    | (1.00)                 | (39,875)        | (68,423)           |                                |          |                    |                        |          |                    |
| Chief                                     |                                |          |                    | (0.50)                 | (60,512)        | (72,111)           |                                |          |                    |                        |          |                    |
| Permits Clerk                             |                                |          |                    | 1.00                   | 33,990          | 62,306             |                                |          |                    |                        |          |                    |
| <b>Sub-total Administration</b>           | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>(0.50)</b>          | <b>(66,397)</b> | <b>(78,228)</b>    | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |
| Engineering                               |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Chief                                     |                                |          |                    | 0.50                   | 36,772          | 54,766             |                                |          |                    |                        |          |                    |
| <b>Sub-total Engineering</b>              | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.50</b>            | <b>36,772</b>   | <b>54,766</b>      | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |
| Wastewater Processing                     |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Shift Supervisor/Plant Operations         |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Process Engineer                          |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| <b>Sub-total Wastewater Processing</b>    | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b>        | <b>0</b>           | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |
| Maintenance                               |                                |          |                    |                        |                 |                    |                                |          |                    |                        |          |                    |
| Administrative Assistant II               |                                |          |                    | 0.00                   | 1,072           | (5,080)            |                                |          |                    |                        |          |                    |
| <b>Sub-total Water Production</b>         | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>1,072</b>    | <b>(5,080)</b>     | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |
| <b>TOTAL PUBLIC WORKS</b>                 | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>(28,553)</b> | <b>(28,542)</b>    | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |
| <b>TOTAL CHANGES TO WATER &amp; SEWER</b> | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>(28,553)</b> | <b>(28,542)</b>    | <b>0.00</b>                    | <b>0</b> | <b>0</b>           | <b>0.00</b>            | <b>0</b> | <b>0</b>           |

**FY 2017 POSITION CHANGES**

|                                                                                                                                                                                                                                          | FULL TIME<br>ABOLISH & CREATES |             |                    | FULL TIME<br>TRANSFERS |           |                    | PART TIME<br>ABOLISH & CREATES |        |                    | PART TIME<br>TRANSFERS |        |                    |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|-------------|--------------------|------------------------|-----------|--------------------|--------------------------------|--------|--------------------|------------------------|--------|--------------------|
|                                                                                                                                                                                                                                          | # of<br>Positions              | Salary      | Salary &<br>Fringe | # of<br>Positions      | Salary    | Salary &<br>Fringe | # of<br>Positions              | Salary | Salary &<br>Fringe | # of<br>Positions      | Salary | Salary &<br>Fringe |
| <b><u>PARKS &amp; RECREATION SPECIAL REVENUE FUND</u></b>                                                                                                                                                                                |                                |             |                    |                        |           |                    |                                |        |                    |                        |        |                    |
| Oakington Peninsula<br>Recreation Specialist V                                                                                                                                                                                           |                                |             |                    | (0.50)                 | (31,494)  | (47,924)           |                                |        |                    |                        |        |                    |
| <b>Sub-total Oakington Peninsula</b>                                                                                                                                                                                                     | 0.00                           | 0           | 0                  | (0.50)                 | (31,494)  | (47,924)           | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |
| <b>TOTAL PARKS &amp; RECREATION</b>                                                                                                                                                                                                      | 0.00                           | 0           | 0                  | (0.50)                 | (31,494)  | (47,924)           | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |
| <b>TOTAL CHANGES TO P &amp; R SPECIAL FUNDS</b>                                                                                                                                                                                          | 0.00                           | 0           | 0                  | (0.50)                 | (31,494)  | (47,924)           | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |
| <b><u>STORMWATER MANAGEMENT FUND</u></b>                                                                                                                                                                                                 |                                |             |                    |                        |           |                    |                                |        |                    |                        |        |                    |
| Stormwater Management<br>Administrative Specialist I<br>Inspector II<br>Inspector III<br>Civil Engineer II<br>Civil Engineer III<br>Civil Engineer IV<br>Engineering Associate II<br>Engineering Associate IV<br>Engineering Associate V |                                |             |                    |                        |           |                    |                                |        |                    |                        |        |                    |
| <b>TOTAL STORMWATER MANAGEMENT</b>                                                                                                                                                                                                       | 0.00                           | 0           | 0                  | 0.00                   | 0         | 0                  | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |
| <b>TOTAL CHANGES TO STORMWATER MGMNT</b>                                                                                                                                                                                                 | 0.00                           | 0           | 0                  | 0.00                   | 0         | 0                  | 0.00                           | 0      | 0                  | 0.00                   | 0      | 0                  |
|                                                                                                                                                                                                                                          |                                |             |                    |                        |           |                    |                                |        |                    |                        |        |                    |
| <b>TOTAL CHANGES TO ALL FUNDS</b>                                                                                                                                                                                                        | (52.00)                        | (2,509,883) | (3,765,882)        | 0.00                   | (158,070) | (71,494)           | 0.00                           | 0      | 0                  | 0.00                   | 6,120  | 14,678             |

**HARFORD COUNTY**  
**SPENDING AFFORDABILITY ADVISORY COMMITTEE**  
**REPORT TO THE COUNTY EXECUTIVE**  
**FOR FISCAL YEAR 2017**

**Members of the Committee**

C. Joseph Kelly, Jr., Chair

Steven Wiseman  
(Chamber of Commerce)

Michael Hiob  
(Employee Representative)

Glenn E. Ross

Susie Comer

Frank Hajek

**Ex-Officio**  
Lester Guthorn

**Harford County Government Staff**

Robert Sandlass, Treasurer  
Rick Pernas, Deputy Treasurer  
Kimberly Spence, Chief, Budget & Management Research  
Sharon Ballweg, Administrative Specialist

## **Spending Affordability Committee Report**

### **Fiscal Year 2017**

#### **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 expect a modest positive change in the Net Adjusted General Fund Budget from FY 2016 to FY 2017 as the Committee projects growth of 2.95%. The Committee has projected Income Tax revenue to increase 2.9% from FY 2016 revised budget estimates to FY 2017 after growing a projected 1.8% from FY 2015 to FY 2016. As property values are continuing to stabilize in the County, the Committee believes property tax revenues should increase 1.2% from FY 2016 to FY 2017.

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

- Increasing Interest Rates- The Federal Reserve has begun to move interest rates up with expected increases in the next 12 months. While this could have an impact on future bond issues, we believe the benefit derived from the increased investment income on County operating funds will be more beneficial than the incremental cost of the expected future bond issues.
- The Wynne tax case- There will be some tax impact from this case that the County is projecting will be approximately \$2 million.

#### **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 five returning members, and one new member, who worked well together to meet this task with a broad base of relevant experience. In addition, the transition to the new Treasurer was seamless. Therefore, we were able to focus all our efforts on our primary charges.



## **Spending Affordability Committee Report**

### **Fiscal Year 2017**

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, 2016, provided by the Harford County Treasurer.
  - Property tax collections, and estimates, for Harford County, through FY 2016 and 2017, provided by the Harford County Treasurer.
  - Additional input from the County Treasurer as to the impact of the Maryland General Assembly recent actions and any pertinent information or estimates from the State Comptroller's office.
  - The County Debt Management Policy dated April 13, 2010 and a debt burden analysis for years 2014-2021 as prepared by the Treasurer's office.
  - The County FY 2015 CAFR.
  - The County provided access to members of the Department of Planning and Zoning as well as the Department of Economic Development.
- These individuals provided the Committee with insight into future growth and development of the County.

#### **B. Selected Method - Further Qualifications**

The Committee reviewed, in detail, revenue estimates for the property tax and the local income tax. Collectively, property and income tax collections represent approximately 90% of total General Fund revenues to the County. The Committee reviewed historical data, developed trends, and forecasted revenues for both FY 2016 and FY 2017 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 \$6.78 million in appropriated fund balance from the FY 2015 audit and \$3.1 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, is not included in the base year for growth calculations.

The Committee also reviewed the FY 2016 General Fund Budget as a necessary step in carrying out its charge to recommend a FY 2017 spending level. It was necessary to adjust the FY 2016 General Fund Budget to reflect the reduction of the appropriated fund balance equal to \$6.78 million and a further reduction of \$3.1 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 2016 General Fund Budget of \$507.7 million.

#### **C. Debt Authorization**

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

## **Spending Affordability Committee Report**

### **Fiscal Year 2017**

The Committee reviewed the Debt Affordability Ratios provided by the Debt Management Policy and their impact on the expected debt level in FY 2016 Budgeted level and FY 2017 Projected:

- The County aims to maintain the per capita debt level of the County at a level below 10% of the personal income of County residents. We do not have an estimate of the personal income for FY 2014. The most recent data is calendar year 2014, and Harford County's per capita personal income was \$55,143. Using this figure and the projected debt level for FY 2016 and FY 2017, this ratio would be 3.47% for FY 2016 and 3.43% for 2017. Both of these figures are well below the cap imposed by the County policy. The County should consider whether this is a relevant metric to be used. Analytically, this ratio would have some value in assessing the debt burden of the County. Unfortunately, information on personal income is delayed as much as two, or more, years.
- The County aims to maintain a level of debt not to exceed \$2,500 per capita. Projected FY 2016 level is expected to be \$1,912 and \$1,894 for FY 2017.
- 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 2016 is 1.8% and 1.7% for FY 2017.
- The County aims to have debt service not exceed 10% of budgeted general fund expenditures. Projected FY 2016 level is 9.4% and 9.1% for FY 2017.

The Committee believes the proposed level of debt for Fiscal Year 2017 is reasonable. Care should be taken to revisit the guidelines periodically to make sure they are still relevant, prudent, and allow the most reasonable use of debt for proper public purposes. Since most of the County debt is publicly issued, additional consideration needs to be given to the requirements of the public debt rating agencies and bond investors. The Committee finds additional comfort in the recent reaffirmation of the County's strong public debt ratings as a testament to the sound fiscal policies employed by the County. Harford County is in a select group of government issuers with the highest ratings from the 3 major rating organizations. The Committee recognizes this as a significant achievement, especially in these challenging economic times, and believes this further stands as a testament to the strong fiscal policies employed by the County.

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

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

#### **D. Fund Balance**

The Committee reviewed the County's practice of maintaining an assigned fund balance of approximately five percent of the annual General Operating Fund Budget. The reader should note that, in practice, the County actually assigns the money and creates a "Fiscal Stabilization Fund". This reserve holds funds that could be used by the County to fund revenue shortfalls, only by legislative action. This fund balance is considered critical in maintaining an acceptable level of financial strength.

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

## **Spending Affordability Committee Report**

### **Fiscal Year 2017**

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

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

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

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

### **III. Recommendations**

#### **General Fund Budget**

Based upon our review and analysis of procedures already outlined, the Committee recommends that the FY 2017 General Fund Budget increase the FY 2016 Net Adjusted General Fund Budget, of \$507.7 million, by 2.95%. This represents approximately \$522.7 million in ongoing revenues for FY 2017. Note, based on the current state of the economy, the Committee was concerned over the impact to property tax revenues as well as all revenue sources of the County. The County real estate prices are showing continued improvement and, it was noted, that we could expect a slight improvement over the budget for FY 2016 projecting an increase of property taxes of 0.3%, with a stronger projected increase of approximately 1.2% for FY 2017. The Committee noted a projected rise in the income tax revenue of 1.8% for FY 2016 and 2.9% rise for FY 2017. The Committee expects that trend to continue as the economy strengthens.

#### **Debt Authorization**

The Committee spent time discussing the County debt authorization, reviewing the Debt Management Policy (dated April 2010), and the expected debt levels in future years. The Policy appears to place reasonable parameters on the issuance of debt by the County. A review of expected levels of debt from FY 2014, through FY 2021, indicated the County remained comfortably within the debt metrics imposed by the Policy.

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

#### **Fund Balance**

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

#### **Additional Recommendations**

The Committee believes that its recommendations and forecasts should be reviewed and tested at fiscal year-end 2016 and throughout FY 2017 as it prepares its recommendations for FY 2018. This is particularly important as there continues to be uncertainty in the economy and with the Federal

## **Spending Affordability Committee Report**

### **Fiscal Year 2017**

and State budgets. Revisions in revenue estimates prepared by State or County agencies, or supplemental budget authorizations occurring after the date of our report, may require adjustment to these recommendations.

Typically, this Committee's focus has been on income tax revenues and property tax revenues. We have typically assumed static balances in the other budget areas but have tried to make the County aware of any significant areas of note. The rapid drop in market interest rates has been a major help in reducing the cost of the County's debt, however, it has had a major impact on the County's investment portfolio. Cash received from revenues is invested in short term securities until it is needed during the fiscal year. Given the size of the County budget, this investment portfolio can be quite large during the year. Interest earned on the portfolio is expected to provide additional revenue to cover expenses of the County. The rapid drop in interest rates has materially impacted the investment income of the County. This situation has begun to see some improvement for most, or all of, FY 2016 as interest rates are beginning to rise. The Federal Reserve has raised short term rates 25 basis points, and many experts believe these rates could rise 75-100 basis points through FY 2017.

County property values are continuing to increase and the Committee estimates property tax revenue will increase a projected 1.2% in FY 2017.

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

Some further recommendations of the Committee include the following:

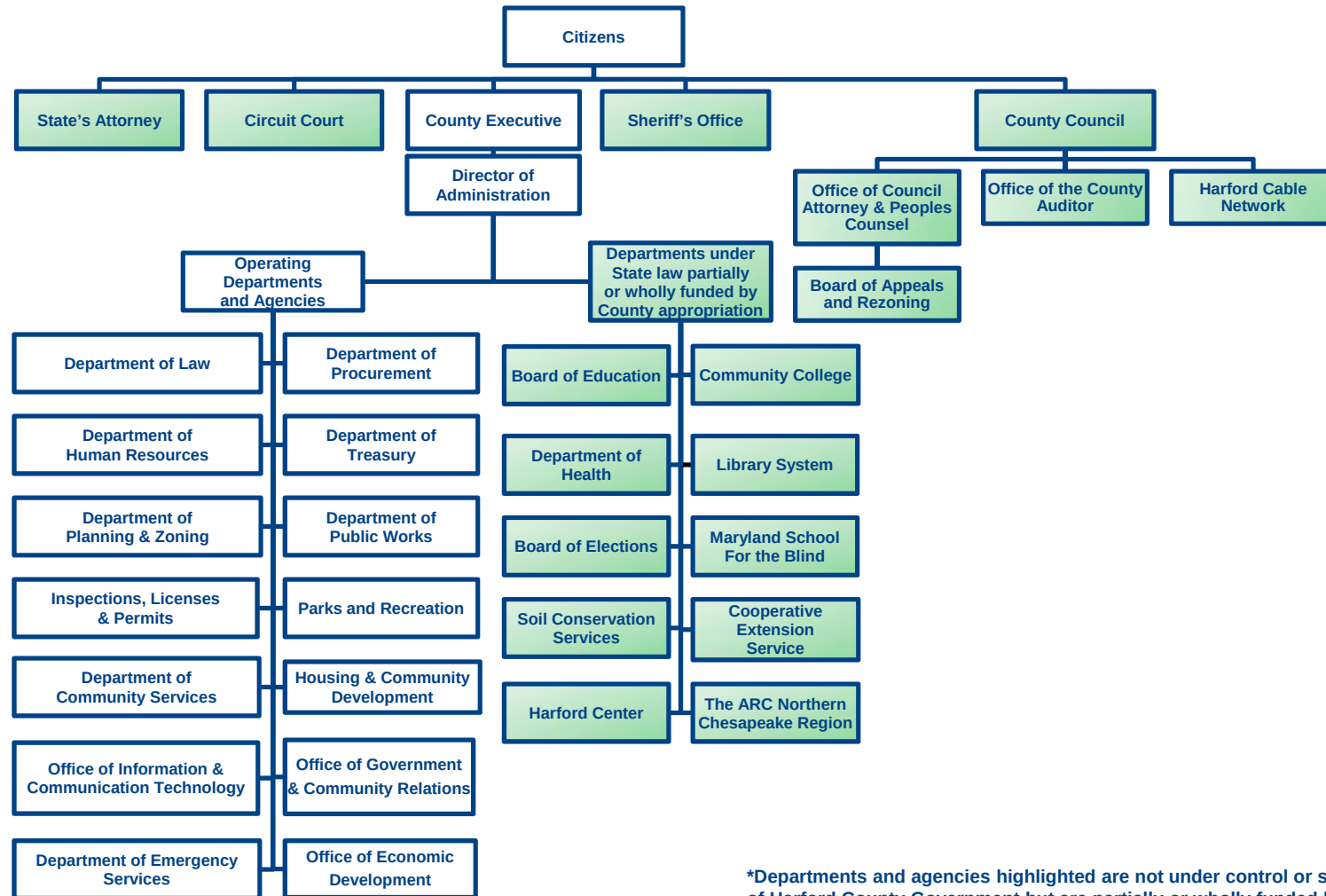
1. The County should continue to review its Enterprise funds to ensure the underlying enterprise is self supporting and not at risk of becoming dependent on funding from the General Fund.
2. The County should review its debt guidelines to assure they are set at appropriate levels and the criteria is relevant.

#### **IV. Acknowledgments**

The Committee cannot complete its task without expressing its sincere appreciation to all County employees who assisted the Committee in this endeavor. Particularly, the Committee wishes to thank Robert Sandlass, Treasurer, Rick Pernas, Deputy County Treasurer, 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 Ballweg for her efforts in coordinating the Committee's meetings and providing staff support. In addition, the Committee held meetings from September through March as it reviewed its materials.

March 29, 2016

# HARFORD COUNTY GOVERNMENT ORGANIZATION CHART



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

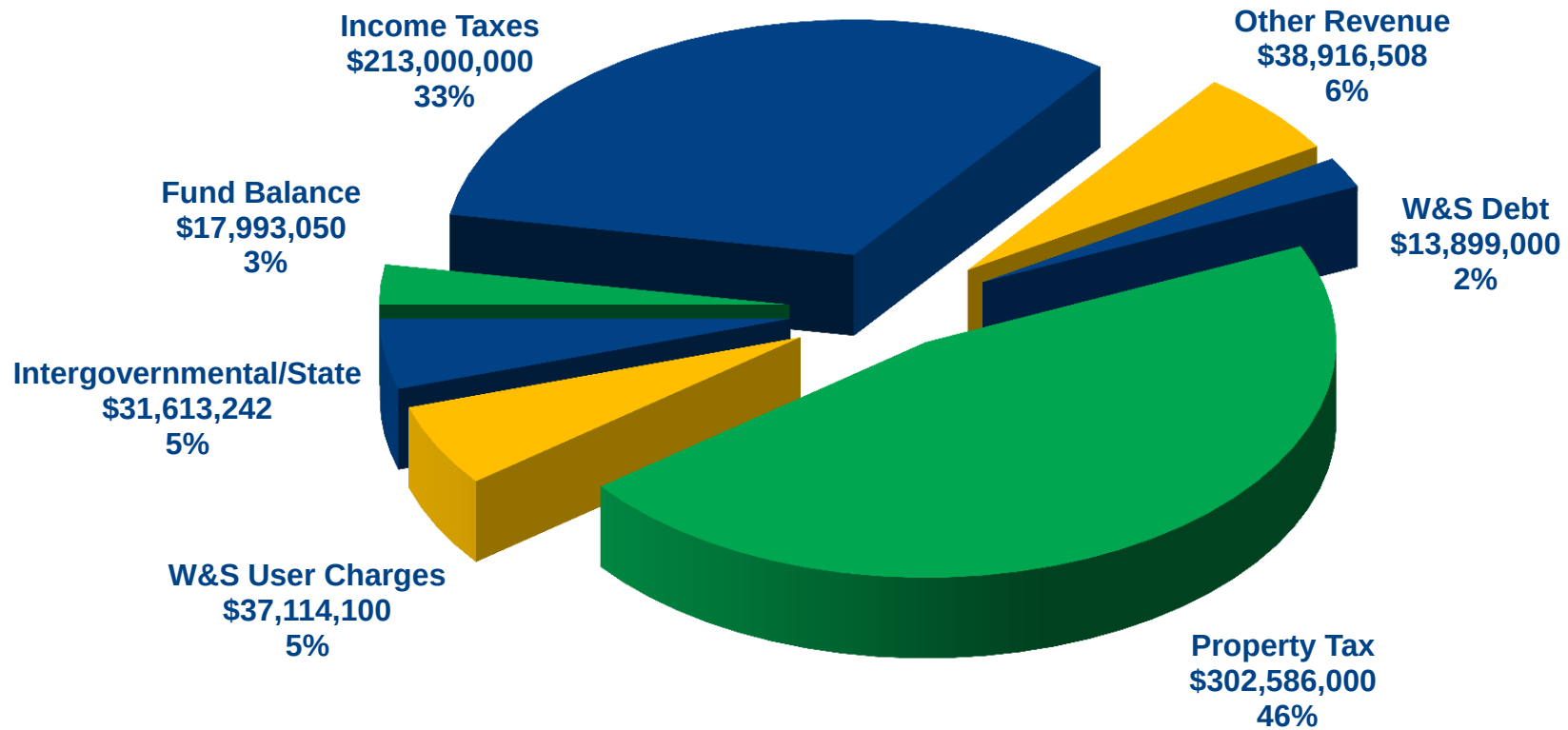
**FY 17 APPROVED ALL FUNDS  
REVENUE BREAKDOWN**

|                                                  |             |                    |                                |            |                    |
|--------------------------------------------------|-------------|--------------------|--------------------------------|------------|--------------------|
| <b>PROPERTY TAXES:</b>                           | <b>46%</b>  | <b>302,586,000</b> | <b>INCOME TAX</b>              | <b>33%</b> | <b>213,000,000</b> |
| Real & Personal                                  | 297,653,500 |                    |                                |            |                    |
| Transfer Tax                                     | 7,500,000   |                    | <b>W &amp; S USER CHARGES</b>  | <b>5%</b>  | <b>37,114,100</b>  |
| Special Tax                                      | 1,050,000   |                    |                                |            |                    |
| Recordation Tax-Stormwater                       | 2,075,000   |                    |                                |            |                    |
| Deductions                                       | (5,692,500) |                    |                                |            |                    |
| <b>INTERGOVERNMENTAL/STATE:</b>                  | <b>5%</b>   | <b>31,613,242</b>  | <b>W &amp; S DEBT SERVICE:</b> | <b>2%</b>  | <b>13,899,000</b>  |
| Recordation/Transfer Tax                         | 17,800,000  |                    | Development                    | 5,596,400  |                    |
| Pro Rata                                         | 179,968     |                    | Capital Assessment             | 4,964,900  |                    |
| Highways Users Tax                               | 1,370,000   |                    | Capital Connections            | 3,005,100  |                    |
| Other                                            | 12,263,274  |                    | Other                          | 332,600    |                    |
| <b>FUND BALANCE/UNRESTRICTED<br/>NET ASSETS:</b> | <b>3%</b>   | <b>17,993,050</b>  | <b>OTHER REVENUE:</b>          | <b>6%</b>  | <b>38,916,508</b>  |
| General Fund Balance                             | 3,000,000   |                    | Licenses/Permits               | 4,653,700  |                    |
| Highways Fund Balance                            | 1,070,000   |                    | Service Charges                | 3,953,230  |                    |
| County - Ag Preservation                         | 1,362,000   |                    | Fines & Forfeitures            | 99,300     |                    |
| P & R Special Revenues                           | 103,050     |                    | Miscellaneous                  | 15,671,478 |                    |
| Contributed Capital                              | 12,410,000  |                    | Capital Recovery               | 2,206,000  |                    |
| TIF Fund Balance                                 | 48,000      |                    | Other Taxes                    | 6,865,500  |                    |
|                                                  |             |                    | Investment Income              | 5,467,300  |                    |

|                                 |                    |
|---------------------------------|--------------------|
| <b>TOTAL ALL FUNDS REVENUES</b> | <b>655,121,900</b> |
|---------------------------------|--------------------|

# ALL FUNDS REVENUES

Fiscal Year 2016 - 2017  
TOTAL APPROVED BUDGET \$655,121,900



**FY 17 APPROVED ALL FUNDS  
APPROPRIATIONS BREAKDOWN**

**GENERAL GOVERNMENT: 17% 108,349,172**

|                                    |            |
|------------------------------------|------------|
| County Executive                   | 661,235    |
| Administration                     | 6,593,133  |
| Procurement                        | 4,533,677  |
| Treasury                           | 3,309,122  |
| Law                                | 2,095,648  |
| Planning & Zoning                  | 7,107,619  |
| Human Resources                    | 1,865,638  |
| Community Services                 | 4,730,851  |
| Handicapped Care Centers           | 2,298,730  |
| Office of Gov't. & Comm. Relations | 1,201,932  |
| Health                             | 3,703,318  |
| Housing                            | 1,364,487  |
| Info & Communication Technology    | 7,274,004  |
| Public Works                       | 17,460,494 |
| Council                            | 2,881,204  |
| Judicial                           | 3,061,019  |
| State's Attorney                   | 6,005,062  |
| Elections                          | 2,386,903  |
| Parks & Recreation                 | 10,136,063 |
| Natural Resources                  | 698,633    |
| Economic Development               | 6,509,876  |
| Insurance                          | 471,846    |
| Benefits                           | 7,419,610  |
| Appropriation to Towns             | 3,389,068  |
| Appropriation to State             | 1,040,000  |
| Rural Legacy Program               | 50,000     |
| Contingency Reserve                | 100,000    |

**WATER & SEWER OPERATIONS: 7% 48,913,379**

|                   |            |
|-------------------|------------|
| Treasury          | 1,246,170  |
| Personnel Matters | 204,535    |
| Public Works      | 46,681,902 |
| Insurance         | 75,961     |
| Benefits          | 704,811    |

**EDUCATION: 38% 249,096,116**

|                           |     |             |
|---------------------------|-----|-------------|
| Board of Education        | 36% | 233,534,504 |
| Harford Community College | 2%  | 15,561,612  |

**PUBLIC SAFETY: 15% 98,759,783**

|                                 |            |
|---------------------------------|------------|
| Sheriff                         | 74,550,553 |
| Emergency Services              | 10,866,544 |
| Volunteer Fire Companies        | 6,784,642  |
| EMS Foundation                  | 2,885,000  |
| Inspections, Licenses & Permits | 2,923,044  |
| Humane Society                  | 750,000    |

**HIGHWAYS: 6% 38,339,311**

|                     |            |
|---------------------|------------|
| Fleet Management    | 7,868,756  |
| Personnel Matters   | 215,271    |
| Public Works        | 28,519,115 |
| Insurance           | 107,286    |
| Benefits            | 1,428,883  |
| Contingency Reserve | 200,000    |

**LIBRARIES 3% 16,644,574**

**PAYGO: 2% 16,215,799**

|                                            |           |
|--------------------------------------------|-----------|
| General - Capital Improvements             | 5,901,575 |
| Highways - Capital Improvements            | 8,162,603 |
| Water & Sewer - Capital Improvements       | 1,801,621 |
| Parks & Recreation SR-Capital Improvements | 150,000   |
| Stormwater Mgmt - Capital Improvements     | 200,000   |

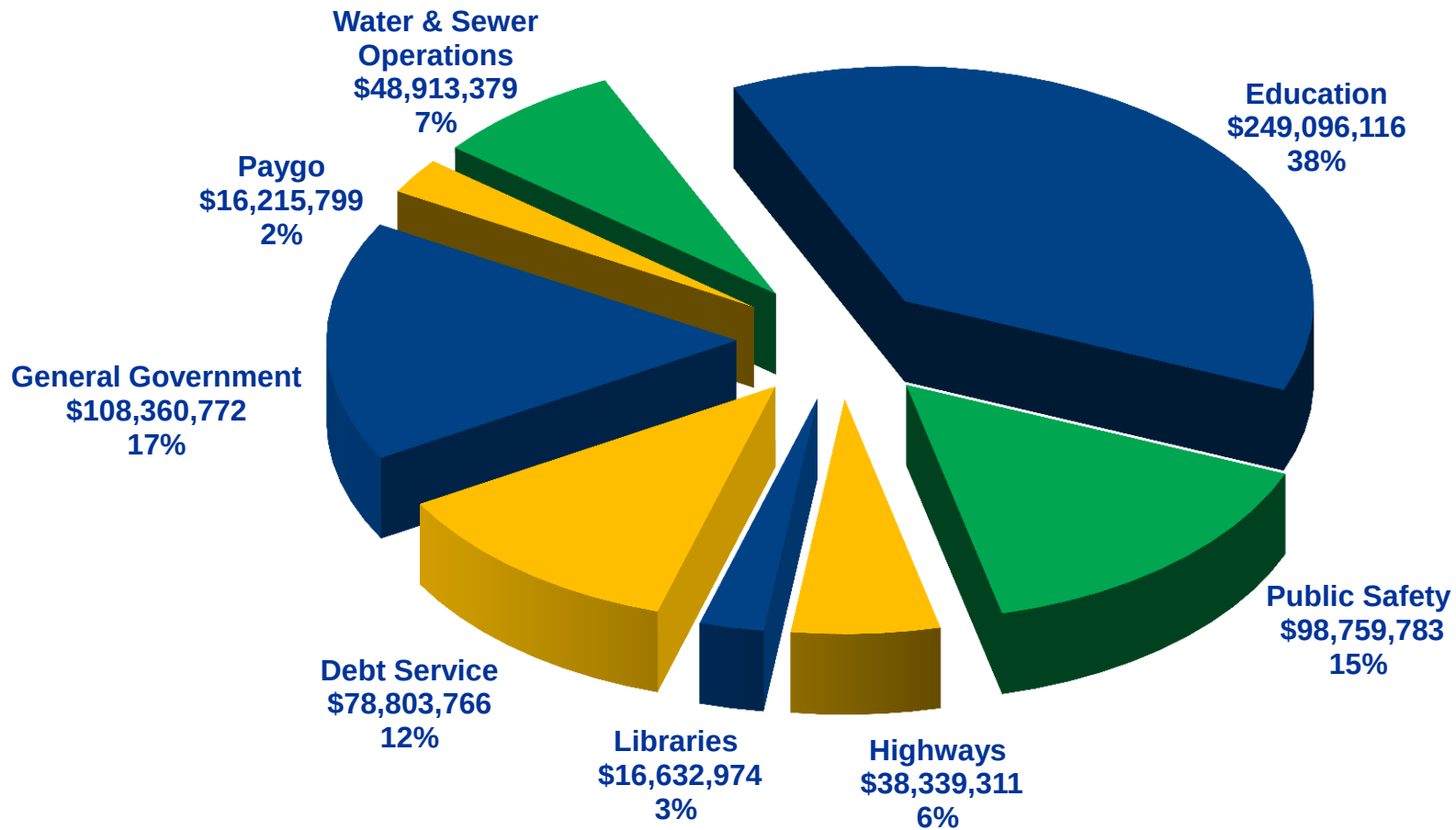
**DEBT SERVICE: 12% 78,803,766**

|                            |            |
|----------------------------|------------|
| General                    | 51,879,380 |
| AG Preservation - County   | 10,369,800 |
| Highways                   | 1,008,086  |
| Water & Sewer Debt Service | 14,350,000 |
| TIF Debt Service           | 1,100,000  |
| Stormwater Management      | 96,500     |

|                                       |                    |
|---------------------------------------|--------------------|
| <b>TOTAL ALL FUNDS APPROPRIATIONS</b> | <b>655,121,900</b> |
|---------------------------------------|--------------------|



**ALL FUNDS  
APPROPRIATIONS  
Fiscal Year 2016 - 2017  
TOTAL APPROVED BUDGET \$655,121,900**



## ALL FUNDS SUMMARY

|                                     | AUDITED<br>FY 14   | AUDITED<br>FY 15   | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>BUDGET<br>FY 17 |
|-------------------------------------|--------------------|--------------------|-----------------------------|--------------------------------|----------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                    |                    |                             |                                |                            |
| 10 PERSONAL SERVICES                | 152,416,765        | 159,486,935        | 149,135,707                 | 150,020,641                    | 150,020,641                |
| 20 CONTRACTUAL SERVICES             | 50,404,630         | 50,891,572         | 59,078,930                  | 62,700,573                     | 62,700,573                 |
| 30 SUPPLIES & MATERIALS             | 14,543,833         | 14,202,421         | 15,428,643                  | 15,969,240                     | 15,969,240                 |
| 40 BUSINESS & TRAVEL                | 9,264,305          | 9,293,161          | 10,139,317                  | 10,677,774                     | 10,677,774                 |
| 50 CAPITAL OUTLAY                   | 4,252,239          | 6,876,273          | 4,692,622                   | 4,738,122                      | 4,738,122                  |
| 60 DEBT SERVICE                     | 70,836,667         | 134,226,744        | 78,398,254                  | 78,651,766                     | 78,651,766                 |
| 70 MISCELLANEOUS                    | 326,195,175        | 318,167,074        | 325,360,161                 | 332,338,349                    | 332,338,349                |
| 80 INTER-GOVERNMENTAL/INTER-FUND    | 715,648            | 20,736             | 22,910                      | 25,435                         | 25,435                     |
| <b>GRAND TOTAL</b>                  | <b>628,629,262</b> | <b>693,164,916</b> | <b>642,256,544</b>          | <b>655,121,900</b>             | <b>655,121,900</b>         |
| <b><u>SUMMARY BY FUND:</u></b>      |                    |                    |                             |                                |                            |
| 11 GENERAL                          | 494,581,925        | 557,445,997        | 502,604,595                 | 524,570,000                    | 524,570,000                |
| 25 HIGHWAYS                         | 49,518,616         | 46,608,242         | 46,537,289                  | 47,510,000                     | 47,510,000                 |
| 26 PARKS AND RECREATION             | 795,758            | 982,714            | 1,004,413                   | 974,000                        | 974,000                    |
| 27 AG PRESERVATION - COUNTY         | 5,394,617          | 9,100,427          | 13,411,471                  | 13,672,000                     | 13,672,000                 |
| 28 AG PRESERVATION - STATE          | 101,452            | 508,671            | 82,500                      | 150,500                        | 150,500                    |
| 29 STORMWATER MANAGEMENT            | 1,240,913          | 1,316,383          | 0                           | 2,080,400                      | 2,080,400                  |
| 31 TAX INCREMENT FINANCING          | 1,060,813          | 1,068,478          | 1,100,000                   | 1,100,000                      | 1,100,000                  |
| 51 WATER & SEWER OPERATING          | 47,926,876         | 49,319,401         | 48,690,026                  | 50,715,000                     | 50,715,000                 |
| 53 WATER & SEWER DEBT SERVICE       | 14,158,423         | 13,679,868         | 13,846,891                  | 14,350,000                     | 14,350,000                 |
| 55 SOLID WASTE SERVICES             | 13,849,869         | 13,134,735         | 14,979,359                  | 0                              | 0                          |
| <b>GRAND TOTAL</b>                  | <b>628,629,262</b> | <b>693,164,916</b> | <b>642,256,544</b>          | <b>655,121,900</b>             | <b>655,121,900</b>         |

# ALL FUNDS SUMMARY

|                                             | AUDITED<br>FY 14   | AUDITED<br>FY 15   | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>BUDGET<br>FY 17 |
|---------------------------------------------|--------------------|--------------------|-----------------------------|--------------------------------|----------------------------|
| <b><u>SUMMARY BY DEPARTMENT:</u></b>        |                    |                    |                             |                                |                            |
| 01 COUNTY EXECUTIVE                         | 1,855,889          | 1,842,984          | 635,085                     | 661,235                        | 661,235                    |
| 02 ADMINISTRATION                           | 7,405,370          | 7,077,692          | 6,695,869                   | 6,593,133                      | 6,593,133                  |
| 03 PROCUREMENT                              | 11,575,227         | 11,364,621         | 12,579,931                  | 12,402,433                     | 12,402,433                 |
| 04 TREASURY                                 | 4,341,250          | 4,488,442          | 4,431,586                   | 4,555,292                      | 4,555,292                  |
| 05 LAW                                      | 2,120,131          | 2,106,302          | 2,166,482                   | 2,095,648                      | 2,095,648                  |
| 06 PLANNING AND ZONING                      | 3,969,185          | 7,478,818          | 6,877,864                   | 7,107,619                      | 7,107,619                  |
| 08 HUMAN RESOURCES                          | 2,208,139          | 8,042,766          | 2,158,394                   | 2,285,444                      | 2,285,444                  |
| 09 COMMUNITY SERVICES                       | 7,333,726          | 7,698,751          | 4,572,507                   | 4,730,851                      | 4,730,851                  |
| 14 HANDICAPPED CARE CENTERS                 | 2,298,730          | 2,298,730          | 2,438,730                   | 2,298,730                      | 2,298,730                  |
| 15 OFFICE OF GOV'T. AND COMMUNITY RELATIONS | 0                  | 0                  | 579,256                     | 1,201,932                      | 1,201,932                  |
| 16 HEALTH                                   | 3,322,585          | 4,352,556          | 3,628,318                   | 3,703,318                      | 3,703,318                  |
| 17 HOUSING AGENCY                           | 544,555            | 491,633            | 1,276,347                   | 1,364,487                      | 1,364,487                  |
| 18 INFORMATION & COMMUNICATION TECHNOLOGY   | 5,863,683          | 6,554,148          | 6,802,677                   | 7,274,004                      | 7,274,004                  |
| 21 SHERIFF'S OFFICE                         | 69,963,049         | 71,044,328         | 70,889,678                  | 74,550,553                     | 74,550,553                 |
| 22 EMERGENCY SERVICES                       | 19,866,564         | 19,895,586         | 20,074,347                  | 20,536,186                     | 20,536,186                 |
| 26 INSPECTIONS, LICENSES & PERMITS          | 3,651,361          | 3,458,263          | 2,756,352                   | 2,923,044                      | 2,923,044                  |
| 30 PUBLIC WORKS                             | 86,781,950         | 87,334,642         | 91,525,436                  | 92,661,511                     | 92,661,511                 |
| 40 COUNTY COUNCIL                           | 2,510,446          | 2,510,472          | 2,852,778                   | 2,881,204                      | 2,881,204                  |
| 41 JUDICIAL                                 | 2,909,098          | 2,997,121          | 3,050,216                   | 3,061,019                      | 3,061,019                  |
| 43 STATE'S ATTORNEY                         | 5,831,521          | 5,878,003          | 5,804,436                   | 6,005,062                      | 6,005,062                  |
| 48 ELECTIONS                                | 1,270,510          | 1,795,565          | 2,327,175                   | 2,386,903                      | 2,386,903                  |
| 54 BOARD OF EDUCATION                       | 221,300,729        | 223,667,302        | 228,208,971                 | 233,534,504                    | 233,534,504                |
| 56 HARFORD COMMUNITY COLLEGE                | 14,961,612         | 14,961,612         | 15,261,612                  | 15,561,612                     | 15,561,612                 |
| 57 MARYLAND SCHOOL FOR THE BLIND            | 58,546             | 75,023             | 80,000                      | 0                              | 0                          |
| 58 LIBRARIES                                | 16,158,310         | 16,137,189         | 16,279,546                  | 16,632,974                     | 16,644,574                 |
| 59 PARKS AND RECREATION                     | 10,985,736         | 10,763,862         | 9,790,965                   | 10,147,663                     | 10,136,063                 |
| 63 CONSERVATION OF NATURAL RESOURCES        | 642,902            | 551,025            | 686,897                     | 698,633                        | 698,633                    |
| 65 ECONOMIC DEVELOPMENT                     | 2,483,741          | 2,475,852          | 6,593,889                   | 6,509,876                      | 6,509,876                  |
| 66 DEBT SERVICE                             | 70,943,821         | 134,371,316        | 78,540,254                  | 78,803,766                     | 78,803,766                 |
| 67 INSURANCE                                | 1,627,698          | 0                  | 0                           | 655,093                        | 655,093                    |
| 68 BENEFITS                                 | 6,368,731          | 7,628,304          | 9,276,125                   | 9,553,304                      | 9,553,304                  |
| 70 PAYGO/APPROPRIATION TO TOWNS             | 37,474,467         | 23,822,008         | 23,114,821                  | 21,444,867                     | 21,444,867                 |
| 90 RESERVE FOR CONTINGENCIES                | 0                  | 0                  | 300,000                     | 300,000                        | 300,000                    |
| <b>GRAND TOTAL</b>                          | <b>628,629,262</b> | <b>693,164,916</b> | <b>642,256,544</b>          | <b>655,121,900</b>             | <b>655,121,900</b>         |
| <b>SUMMARY OF GRANT BUDGET</b>              |                    |                    |                             |                                | <b>2,430,672</b>           |

## ALL FUNDS SUMMARY

|                                           | AUDITED<br>FY 14          | AUDITED<br>FY 15          | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>BUDGET<br>FY 17 |
|-------------------------------------------|---------------------------|---------------------------|-----------------------------|--------------------------------|----------------------------|
| <b><u>SUMMARY BY REVENUE SOURCE:</u></b>  |                           |                           |                             |                                |                            |
| PROPERTY TAXES                            | 291,808,103               | 296,073,581               | 295,324,910                 | 302,586,000                    | 302,586,000                |
| INCOME TAXES                              | 190,046,278               | 193,733,708               | 203,407,621                 | 213,000,000                    | 213,000,000                |
| W & S USER CHARGES                        | 27,768,001                | 27,980,955                | 28,425,300                  | 37,114,100                     | 37,114,100                 |
| WASTE TO ENERGY PLANT                     | 8,242,760                 | 10,137,966                | 7,062,200                   | 0                              | 0                          |
| W & S DEBT SERVICE                        | 12,772,419                | 17,450,555                | 13,313,950                  | 13,899,000                     | 13,899,000                 |
| INTERGOVERNMENTAL/STATE-SHARED            | 30,413,471                | 33,326,979                | 31,283,127                  | 31,613,242                     | 31,613,242                 |
| INVESTMENT INCOME                         | 1,528,602                 | 1,886,306                 | 5,424,300                   | 5,467,300                      | 5,467,300                  |
| FUND BAL APPROP/UNRESTRICTED NET POSITION | 0                         | 0                         | 29,159,970                  | 17,993,050                     | 17,993,050                 |
| OTHER REVENUE                             | 28,655,515                | 99,921,550                | 28,855,166                  | 33,449,208                     | 33,449,208                 |
| <b>GRAND TOTAL</b>                        | <b><u>591,235,149</u></b> | <b><u>680,511,600</u></b> | <b><u>642,256,544</u></b>   | <b><u>655,121,900</u></b>      | <b><u>655,121,900</u></b>  |

# GENERAL

|                                                                                |
|--------------------------------------------------------------------------------|
| <p align="center"><b>FY 17 APPROVED GENERAL FUND<br/>REVENUE BREAKDOWN</b></p> |
|--------------------------------------------------------------------------------|

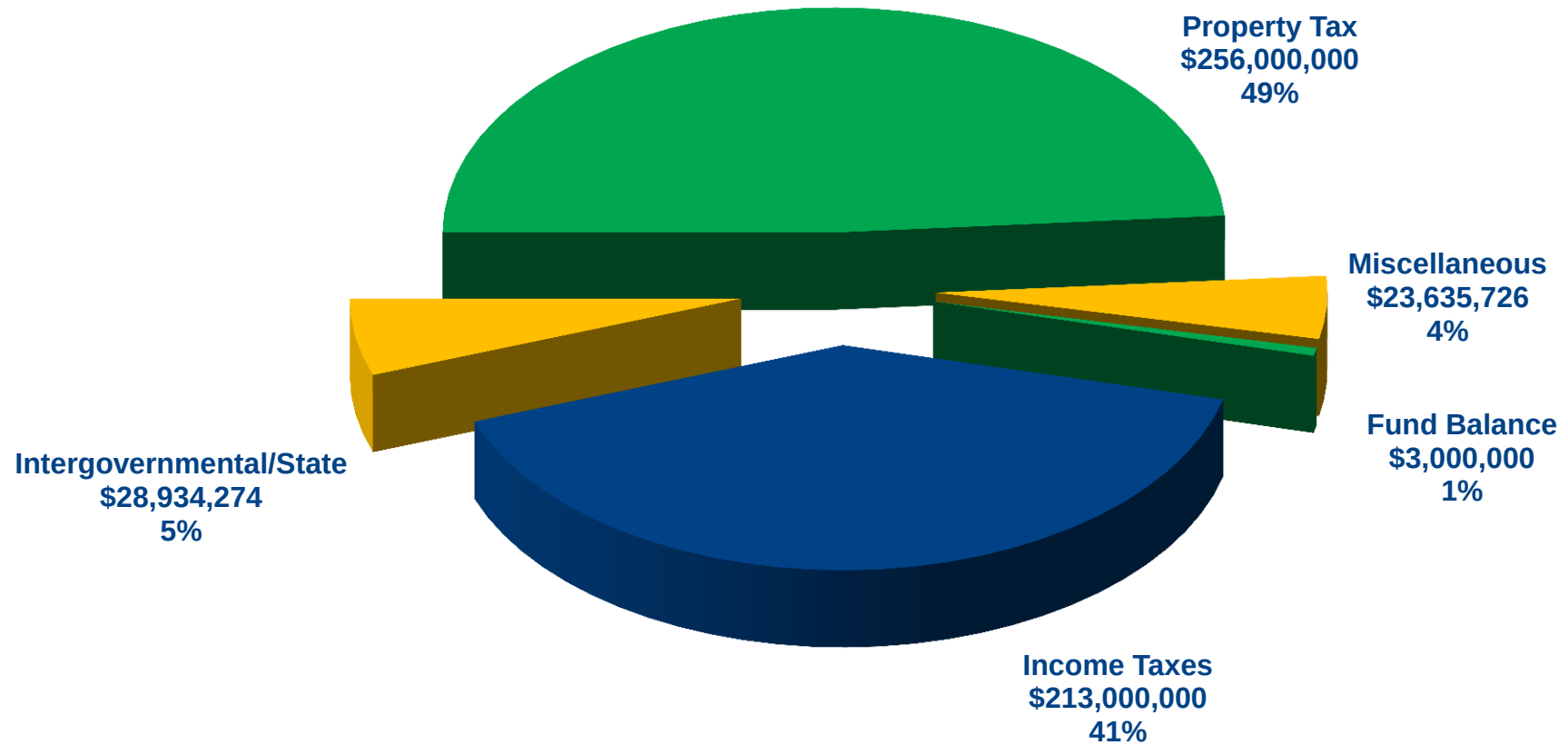
|                        |             |                    |                                 |            |                    |
|------------------------|-------------|--------------------|---------------------------------|------------|--------------------|
| <b>PROPERTY TAX:</b>   | <b>49%</b>  | <b>256,000,000</b> | <b>INCOME TAX</b>               | <b>41%</b> | <b>213,000,000</b> |
| Real & Personal        | 261,220,000 |                    |                                 |            |                    |
| Deductions             | (5,220,000) |                    | <b>FUND BALANCE</b>             | <b>1%</b>  | <b>3,000,000</b>   |
| <b>MISCELLANEOUS:</b>  | <b>4%</b>   | <b>23,635,726</b>  | <b>INTERGOVERNMENTAL/STATE:</b> | <b>5%</b>  | <b>28,934,274</b>  |
| Other Taxes            | 6,865,500   |                    | Intergovernmental               | 3,672,700  |                    |
| Service Charges        | 10,936,730  |                    | Intra-County                    | 2,776,546  |                    |
| Fines & Forfeitures    | 67,500      |                    | Pro Rata                        | 4,685,028  |                    |
| Miscellaneous Revenues | 734,396     |                    | Recordation                     | 9,800,000  |                    |
| Investment Income      | 381,100     |                    | Transfer                        | 8,000,000  |                    |
| Licenses & Permits     | 4,650,500   |                    |                                 |            |                    |

|                                           |                           |
|-------------------------------------------|---------------------------|
| <p><b>TOTAL GENERAL FUND REVENUES</b></p> | <p><b>524,570,000</b></p> |
|-------------------------------------------|---------------------------|

# GENERAL FUND REVENUES

Fiscal Year 2016 - 2017

TOTAL APPROVED BUDGET \$524,570,000



**FY 17 APPROVED GENERAL FUND  
APPROPRIATIONS BREAKDOWN**

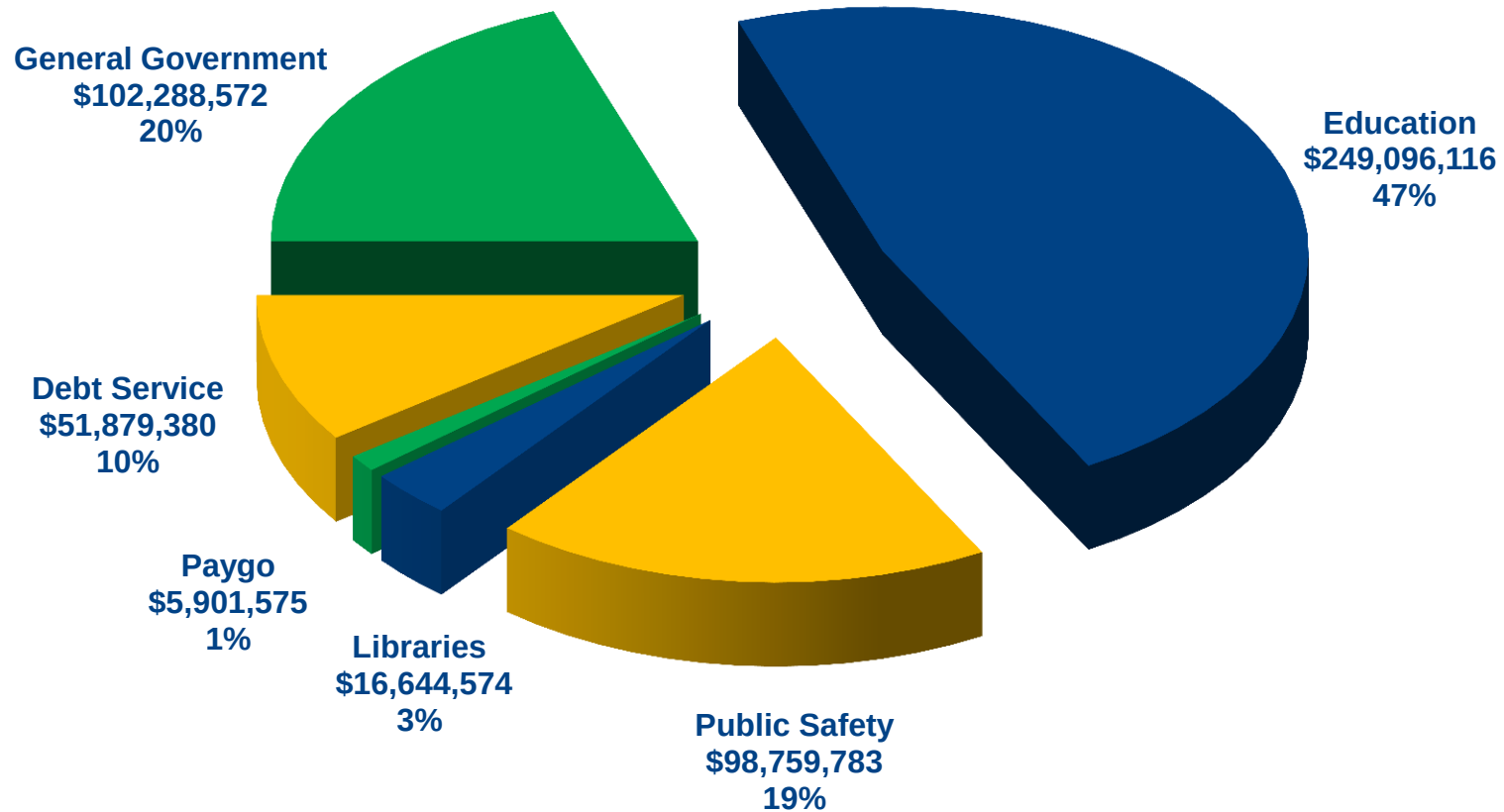
|                                  |            |                    |                                 |            |                    |
|----------------------------------|------------|--------------------|---------------------------------|------------|--------------------|
| <b>GENERAL GOVERNMENT:</b>       | <b>20%</b> | <b>102,288,572</b> | <b>EDUCATION:</b>               | <b>47%</b> | <b>249,096,116</b> |
| County Executive                 | 661,235    |                    | Board of Education              | 45%        | 233,534,504        |
| Administration                   | 6,593,133  |                    | Harford Community College       | 2%         | 15,561,612         |
| Procurement                      | 4,533,677  |                    |                                 |            |                    |
| Treasury                         | 3,309,122  |                    |                                 |            |                    |
| Law                              | 2,095,648  |                    |                                 |            |                    |
| Planning & Zoning                | 3,654,919  |                    | <b>PUBLIC SAFETY:</b>           | <b>19%</b> | <b>98,759,783</b>  |
| Human Resources                  | 1,865,638  |                    |                                 |            |                    |
| Community Services               | 4,730,851  |                    | Sheriff                         |            | 74,550,553         |
| Handicapped Care Centers         | 2,298,730  |                    | Emergency Services              |            | 10,866,544         |
| Office of Govt & Comm Relations  | 1,201,932  |                    | Volunteer Fire Companies        |            | 6,784,642          |
| Health                           | 3,703,318  |                    | EMS Foundation                  |            | 2,885,000          |
| Housing                          | 1,364,487  |                    | Inspections, Licenses & Permits |            | 2,923,044          |
| Info. & Communication Technology | 7,274,004  |                    | Humane Society                  |            | 750,000            |
| Public Works                     | 15,676,594 |                    |                                 |            |                    |
| Council                          | 2,881,204  |                    | <b>LIBRARIES</b>                | <b>3%</b>  | <b>16,644,574</b>  |
| Judicial                         | 3,061,019  |                    |                                 |            |                    |
| State's Attorney                 | 6,005,062  |                    | <b>PAYGO:</b>                   | <b>1%</b>  | <b>5,901,575</b>   |
| Elections                        | 2,386,903  |                    |                                 |            |                    |
| Parks & Recreation               | 9,312,063  |                    |                                 |            |                    |
| Natural Resources                | 698,633    |                    | <b>DEBT SERVICE</b>             | <b>10%</b> | <b>51,879,380</b>  |
| Economic Development             | 6,509,876  |                    |                                 |            |                    |
| Insurance                        | 471,846    |                    |                                 |            |                    |
| Benefits                         | 7,419,610  |                    |                                 |            |                    |
| Appropriation to Towns           | 3,389,068  |                    |                                 |            |                    |
| Appropriation to State           | 1,040,000  |                    |                                 |            |                    |
| Rural Legacy Program             | 50,000     |                    |                                 |            |                    |
| Contingency Reserve              | 100,000    |                    |                                 |            |                    |

**TOTAL GENERAL FUND APPROPRIATIONS**

**524,570,000**



**GENERAL FUND  
APPROPRIATIONS  
Fiscal Year 2016 - 2017  
TOTAL APPROVED BUDGET \$524,570,000**



## GENERAL FUND

### ORIGIN/PURPOSE:

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

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

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

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

### **FUND SUMMARY:**

|                                     |                               | AUDITED<br>FY 14   | AUDITED<br>FY 15   | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17   |
|-------------------------------------|-------------------------------|--------------------|--------------------|-----------------------------|--------------------------------|--------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                               |                    |                    |                             |                                |                    |
| 10                                  | PERSONAL SERVICES             | 116,603,152        | 122,951,548        | 115,185,460                 | 117,368,104                    | 117,368,104        |
| 20                                  | CONTRACTUAL SERVICES          | 27,577,556         | 27,041,338         | 31,561,316                  | 46,827,701                     | 46,791,101         |
| 30                                  | SUPPLIES & MATERIALS          | 4,286,241          | 4,511,093          | 4,926,404                   | 4,948,388                      | 4,948,388          |
| 40                                  | BUSINESS & TRAVEL             | 3,253,226          | 3,134,341          | 3,653,350                   | 4,049,182                      | 4,049,182          |
| 50                                  | CAPITAL OUTLAY                | 2,071,557          | 2,396,580          | 492,672                     | 489,572                        | 489,572            |
| 60                                  | DEBT SERVICE                  | 47,910,035         | 113,025,671        | 52,387,719                  | 51,839,380                     | 51,839,380         |
| 70                                  | MISCELLANEOUS                 | 292,869,335        | 284,367,842        | 294,380,839                 | 299,027,088                    | 299,063,688        |
| 80                                  | INTER-GOVERNMENTAL/INTER-FUND | 10,823             | 17,584             | 16,835                      | 20,585                         | 20,585             |
|                                     | <b>GRAND TOTAL</b>            | <b>494,581,925</b> | <b>557,445,997</b> | <b>502,604,595</b>          | <b>524,570,000</b>             | <b>524,570,000</b> |

# GENERAL FUND

## FUND SUMMARY:

|                                      |                                    | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|--------------------------------------|------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY DEPARTMENT:</u></b> |                                    |                  |                  |                             |                                |                  |
| 01                                   | COUNTY EXECUTIVE                   | 1,855,889        | 1,842,984        | 635,085                     | 661,235                        | 661,235          |
| 02                                   | ADMINISTRATION                     | 7,405,370        | 7,077,692        | 6,695,869                   | 6,593,133                      | 6,593,133        |
| 03                                   | PROCUREMENT                        | 4,095,009        | 4,251,538        | 4,516,987                   | 4,533,677                      | 4,533,677        |
| 04                                   | TREASURY                           | 3,538,877        | 3,542,875        | 3,231,148                   | 3,309,122                      | 3,309,122        |
| 05                                   | LAW                                | 2,120,131        | 2,106,302        | 2,166,482                   | 2,095,648                      | 2,095,648        |
| 06                                   | PLANNING & ZONING                  | 3,720,297        | 3,734,912        | 3,497,814                   | 3,654,919                      | 3,654,919        |
| 08                                   | HUMAN RESOURCES                    | 1,930,524        | 6,447,786        | 1,798,888                   | 1,865,638                      | 1,865,638        |
| 09                                   | COMMUNITY SERVICES                 | 7,333,726        | 7,698,751        | 4,572,507                   | 4,730,851                      | 4,730,851        |
| 14                                   | HANDICAPPED CARE CENTERS           | 2,298,730        | 2,298,730        | 2,438,730                   | 2,298,730                      | 2,298,730        |
| 15                                   | OFFICE OF GOV'T. & COMM. RELATIONS | 0                | 0                | 579,256                     | 1,201,932                      | 1,201,932        |
| 16                                   | HEALTH                             | 3,322,585        | 4,352,556        | 3,628,318                   | 3,703,318                      | 3,703,318        |
| 17                                   | HOUSING AGENCY                     | 544,555          | 491,633          | 1,276,347                   | 1,364,487                      | 1,364,487        |
| 18                                   | INFORMATION & COMM TECHNOLOGY      | 5,863,683        | 6,554,148        | 6,802,677                   | 7,274,004                      | 7,274,004        |
| 21                                   | SHERIFF'S OFFICE                   | 69,963,049       | 71,044,328       | 70,889,678                  | 74,550,553                     | 74,550,553       |
| 22                                   | EMERGENCY SERVICES                 | 19,866,564       | 19,895,586       | 20,074,347                  | 20,536,186                     | 20,536,186       |
| 26                                   | INSPECTIONS, LICENSES & PERMITS    | 3,651,361        | 3,458,263        | 2,756,352                   | 2,923,044                      | 2,923,044        |
| 30                                   | PUBLIC WORKS                       | 2,433,980        | 2,344,479        | 3,607,151                   | 15,676,594                     | 15,676,594       |
| 40                                   | COUNTY COUNCIL                     | 2,510,446        | 2,510,472        | 2,852,778                   | 2,881,204                      | 2,881,204        |
| 41                                   | JUDICIAL                           | 2,909,098        | 2,997,121        | 3,050,216                   | 3,061,019                      | 3,061,019        |
| 43                                   | STATE'S ATTORNEY                   | 5,831,521        | 5,878,003        | 5,804,436                   | 6,005,062                      | 6,005,062        |
| 48                                   | ELECTIONS                          | 1,270,510        | 1,795,565        | 2,327,175                   | 2,386,903                      | 2,386,903        |
| 54                                   | BOARD OF EDUCATION                 | 221,300,729      | 223,667,302      | 228,208,971                 | 233,534,504                    | 233,534,504      |
| 56                                   | HARFORD COMMUNITY COLLEGE          | 14,961,612       | 14,961,612       | 15,261,612                  | 15,561,612                     | 15,561,612       |
| 57                                   | MARYLAND SCHOOL FOR THE BLIND      | 58,546           | 75,023           | 80,000                      | 0                              | 0                |
| 58                                   | LIBRARIES                          | 16,158,310       | 16,137,189       | 16,279,546                  | 16,632,974                     | 16,644,574       |
| 59                                   | PARKS & RECREATION                 | 10,189,978       | 9,931,148        | 8,916,552                   | 9,323,663                      | 9,312,063        |
| 63                                   | CONSERVATION OF NAT'L RESOURCES    | 642,902          | 551,025          | 686,897                     | 698,633                        | 698,633          |
| 65                                   | ECONOMIC DEVELOPMENT               | 2,483,741        | 2,475,852        | 6,593,889                   | 6,509,876                      | 6,509,876        |

|              |
|--------------|
| GENERAL FUND |
|--------------|

**FUND SUMMARY:**

|                                               |                           | AUDITED<br>FY 14          | AUDITED<br>FY 15          | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17          |
|-----------------------------------------------|---------------------------|---------------------------|---------------------------|-----------------------------|--------------------------------|---------------------------|
| <b><u>SUMMARY BY DEPARTMENT (CONT'D):</u></b> |                           |                           |                           |                             |                                |                           |
| 66                                            | DEBT SERVICE              | 47,937,216                | 113,070,646               | 52,427,719                  | 51,879,380                     | 51,879,380                |
| 67                                            | INSURANCE                 | 1,010,872                 | 0                         | 0                           | 471,846                        | 471,846                   |
| 68                                            | BENEFITS                  | 4,751,859                 | 5,740,468                 | 7,014,847                   | 7,419,610                      | 7,419,610                 |
| 70                                            | MISCELLANEOUS             | 22,620,255                | 10,512,008                | 13,832,321                  | 11,130,643                     | 11,130,643                |
| 90                                            | RESERVE FOR CONTINGENCIES | 0                         | 0                         | 100,000                     | 100,000                        | 100,000                   |
|                                               | <b>GRAND TOTAL</b>        | <b><u>494,581,925</u></b> | <b><u>557,445,997</u></b> | <b><u>502,604,595</u></b>   | <b><u>524,570,000</u></b>      | <b><u>524,570,000</u></b> |

**SUMMARY BY REVENUE SOURCE:**

|                            |                           |                           |                           |                           |                           |
|----------------------------|---------------------------|---------------------------|---------------------------|---------------------------|---------------------------|
| PROPERTY TAXES             | 249,167,635               | 250,790,678               | 252,404,922               | 256,000,000               | 256,000,000               |
| INCOME TAXES               | 190,046,278               | 193,733,708               | 203,407,621               | 213,000,000               | 213,000,000               |
| LICENSES & PERMITS         | 3,932,572                 | 4,631,294                 | 4,211,700                 | 4,650,500                 | 4,650,500                 |
| INTERGOVERNMENTAL          | 3,751,033                 | 3,725,778                 | 3,713,924                 | 3,672,700                 | 3,672,700                 |
| SERVICE CHARGES            | 2,009,657                 | 2,017,904                 | 1,966,730                 | 10,936,730                | 10,936,730                |
| FINES & FORFEITURES        | 45,811                    | 98,660                    | 98,100                    | 67,500                    | 67,500                    |
| INVESTMENT INCOME          | 180,951                   | 297,627                   | 316,000                   | 381,100                   | 381,100                   |
| MISCELLANEOUS REVENUES     | 8,098,790                 | 76,182,863                | 7,609,100                 | 7,599,896                 | 7,599,896                 |
| RECORDATION/TRANSFER TAX   | 13,600,000                | 14,260,492                | 16,600,000                | 17,800,000                | 17,800,000                |
| INTRA-COUNTY TRANSFERS     | 9,018,767                 | 10,440,424                | 5,501,373                 | 7,461,574                 | 7,461,574                 |
| FUND BALANCE APPROPRIATION | 0                         | 0                         | 6,775,125                 | 3,000,000                 | 3,000,000                 |
| <b>GRAND TOTAL</b>         | <b><u>479,851,494</u></b> | <b><u>556,179,428</u></b> | <b><u>502,604,595</u></b> | <b><u>524,570,000</u></b> | <b><u>524,570,000</u></b> |

## GENERAL FUND

### FINANCIAL NOTES:

|                       |             |
|-----------------------|-------------|
| FY 17 Approved Budget | 524,570,000 |
| FY 16 Approved Budget | 502,604,595 |
| \$ increase           | 21,965,405  |
| % increase            | 4.37%       |

| FY 16       | FY 17       | CHANGE    |
|-------------|-------------|-----------|
| 252,404,922 | 256,000,000 | 3,595,078 |

### EXPLANATION OF INCREASE/DECREASE - REVENUES

#### PROPERTY TAXES:

|                       |             |                                  |
|-----------------------|-------------|----------------------------------|
| FY 17 Approved Budget | 256,000,000 | 48.80% of the FY 17 General Fund |
| FY 16 Approved Budget | 252,404,922 | 50.22% of the FY 16 General Fund |
| \$ increase           | 3,595,078   |                                  |
| % increase            | 1.42%       |                                  |

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

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

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

The County's property tax rate for FY 17 is \$0.8937 per \$100 of assessed value for properties. There was no change in the property tax rate from FY 16.

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.

## GENERAL FUND

### FINANCIAL NOTES:

| FY 16 | FY 17 | CHANGE | EXPLANATION OF INCREASE/DECREASE - REVENUES |
|-------|-------|--------|---------------------------------------------|
|-------|-------|--------|---------------------------------------------|

These reports along with prior year data are reviewed in order to properly complete a trend analysis. The 1.42% increase in property tax revenue for FY 17 is primarily due to a modest recovery in property assessments. Property assessments have increased, albeit slightly, for the third year in a row.



## GENERAL FUND

### FINANCIAL NOTES:

| FY 16       | FY 17       | CHANGE    | EXPLANATION OF INCREASE/DECREASE - REVENUES                        |
|-------------|-------------|-----------|--------------------------------------------------------------------|
| 203,407,621 | 213,000,000 | 9,592,379 | <u>INCOME TAXES</u>                                                |
|             |             |           | FY 17 Approved Budget 213,000,000 40.60% of the FY 17 General Fund |
|             |             |           | FY 16 Approved Budget 203,407,621 40.47% of the FY 16 General Fund |
|             |             |           | \$ increase 9,592,379                                              |
|             |             |           | % increase 4.72%                                                   |

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.

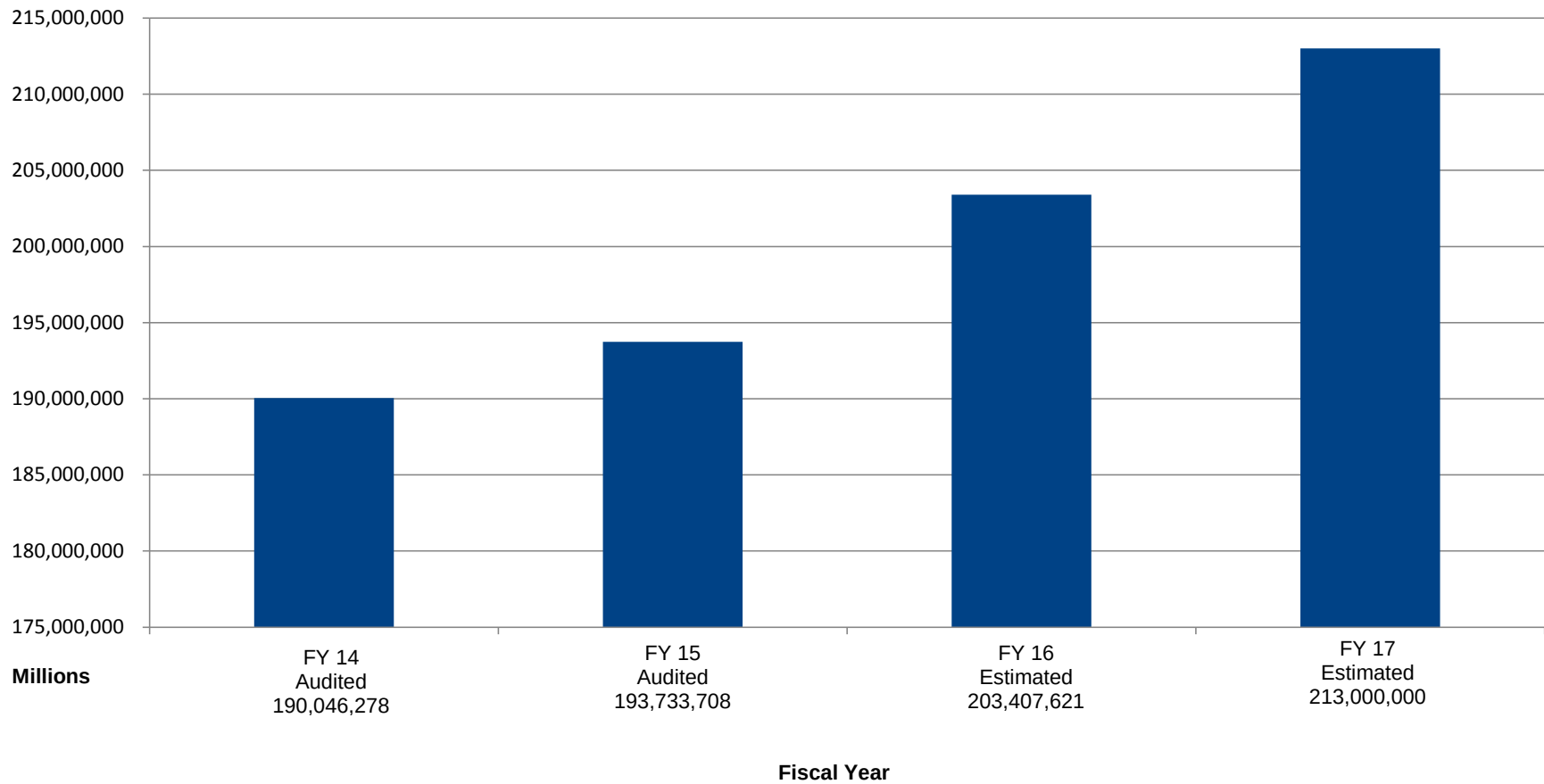
We estimate the FY 16 actual amount to be \$207,000,000, an increase of \$3,592,379 over the FY 16 budgeted amount. FY 17 is expected to grow to \$213,000,000 or approximately 3% over FY 16 estimated actual amount of \$207,000,000.

## GENERAL FUND

### FINANCIAL NOTES:

| FY 16 | FY 17 | CHANGE | EXPLANATION OF INCREASE/DECREASE - REVENUES |
|-------|-------|--------|---------------------------------------------|
|-------|-------|--------|---------------------------------------------|

#### Income Tax Trend





## GENERAL FUND

### FINANCIAL NOTES:

| FY 16      | FY 17      | CHANGE    | EXPLANATION OF INCREASE/DECREASE - REVENUES                       |
|------------|------------|-----------|-------------------------------------------------------------------|
| 46,792,052 | 55,570,000 | 8,777,948 | <u>OTHER REVENUES</u>                                             |
|            |            |           | FY 17 Approved Budget 55,570,000 10.59% of the FY 17 General Fund |
|            |            |           | FY 16 Approved Budget 46,792,052 9.31% of the FY 16 General Fund  |
|            |            |           | \$ increase 8,777,948                                             |
|            |            |           | % increase 18.76%                                                 |

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

| <u>Impact Fee</u> | FY 16     | FY 17     | Change |
|-------------------|-----------|-----------|--------|
|                   | 2,500,000 | 2,500,000 | 0      |

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

The impact fee is collected at the time application for a building permit is made. We estimate no change for FY 17.

| <u>Investment Income</u> | FY 16   | FY 17   | Change |
|--------------------------|---------|---------|--------|
|                          | 316,000 | 381,100 | 65,100 |

Revenues from investments are reflective of the size of the County's portfolio and the rate of return. For FY 17 a projected slight increase is anticipated, based on actual investment earnings in FY 16.

| <u>Fund Balance Appropriated</u> | FY 16     | FY 17     | Change      |
|----------------------------------|-----------|-----------|-------------|
|                                  | 6,775,125 | 3,000,000 | (3,775,125) |

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

## GENERAL FUND

### FINANCIAL NOTES:

#### EXPLANATION OF INCREASE/DECREASE - REVENUES

| <u>PSDS Recordation/Transfer Taxes</u> | FY 16      | FY 17      | Change    |
|----------------------------------------|------------|------------|-----------|
|                                        | 16,600,000 | 17,800,000 | 1,200,000 |

FY 17 includes the anticipated transfer of \$2,000,000 of accumulated recordation and transfer taxes which is a decrease of \$1,100,000. New Recordation and Transfer tax is estimated at \$16,900,000. This revenue comes initially into the County's Capital Revenue Fund. It is expensed from the Capital Budget as a general project called School Debt Service. This expense becomes an Operating General Fund Revenue and it is dedicated to the payment of School Debt Service.

| <u>General Fund Support to<br/>Solid Waste Services</u> | FY 16       | FY 17 | Change    |
|---------------------------------------------------------|-------------|-------|-----------|
|                                                         | (3,118,459) | 0     | 3,118,459 |

Prior to FY 17 Solid Waste Services was accounted for separately from the General Fund, requiring a General Fund contribution to support the costs of trash removal, etc.

During FY 16 all functions of Solid Waste Management were outsourced to Maryland Environmental Services (MES), therefore for FY 17, the Solid Waste Services account has been eliminated and the contractual costs as well as estimated revenues have been incorporated into the General Fund. Since the Solid Waste Services account has been eliminated there is no longer a need for a contribution.

| <u>Service Charges</u> | FY 16     | FY 17      | Change    |
|------------------------|-----------|------------|-----------|
|                        | 1,966,730 | 10,936,730 | 8,970,000 |

Prior to FY 17 services charges include fees and charges for tax sale, sheriff, false alarm, health and sanitation, recreation, etc. and audited revenues average approximately \$2 million each year. With the elimination of the Solid Waste Services account, we have incorporated the revenues associated with Sanitation and Waste Removal i.e., tipping fee, into the General Fund which accounts for the the majority of the increase @ \$8,639,000.

| <u>All "Other" Revenues combined</u> | FY 16      | FY 17      | Change   |
|--------------------------------------|------------|------------|----------|
|                                      | 21,752,656 | 20,952,170 | -800,486 |

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

|                     |
|---------------------|
| <b>GENERAL FUND</b> |
|---------------------|

**FINANCIAL NOTES:**

| FY 16       | FY 17       | CHANGE     | EXPLANATION OF INCREASE/DECREASE - EXPENDITURES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------|-------------|------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 115,185,460 | 117,368,104 | 2,182,644  | <p><u>PERSONAL SERVICES</u></p> <p>The increase is the result of the FY 17 merit salary increase of 3%; increased costs for health benefits, pension expenses, overtime and temporary salaries. These increases are offset by a reduction in personnel services due to twenty five and one - half (25.5) positions abolished due to outsourcing of solid waste management functions to Maryland Environmental Services (MES) and rightsizing of the county workforce through ongoing efficiency measures.</p>                                                                                                                                                                                                                                                           |
| 31,561,316  | 46,791,101  | 15,229,785 | <p><u>CONTRACTUAL SERVICES</u></p> <p>The increase is mainly the result of Solid Waste Services account being eliminated and all costs related to solid waste management reallocated to the General Fund, i.e. Maryland Environmental Services (MES) contract and the contract with Baltimore County for the Transfer Station agreement. In addition, adjustments were made to Retiree's health and dental insurance costs based on actuarial recommendations; funds appropriated for the first time in several years for Self-Insurance (General, Auto and Property); additional funds provided for software and hardware maintenance contracts based on actual expense history; and lease funding appropriation increases based on current rent/lease agreements.</p> |
| 4,926,404   | 4,948,388   | 21,984     | <p><u>SUPPLIES AND MATERIALS</u></p> <p>Increase is the result of additional funds provided in Elections for general mailing due to anticipated passage of Universal Voter Registration; new contract for inmate meals at the Detention Center; additional funds for Sheriff's Office for weapons and ammunition; and based on actual expense history additional funds for Parks and Recreation for sand, salt and bulk de-icers for County facilities. The increase is offset slightly by a reduction for equipment repair parts and computer software based on actual expense history.</p>                                                                                                                                                                            |

|                     |
|---------------------|
| <b>GENERAL FUND</b> |
|---------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE - EXPENDITURES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|--------------|--------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3,653,350    | 4,049,182    | 395,832       | <u>BUSINESS AND TRAVEL</u><br>Increase is the result of increased funding for fuel expenses and maintenance on County owned vehicles based on actual expense history. Also, as part of the commitment to reinvest in the County workforce, funds are provided for the first time in approximately eight years for a tuition reimbursement program and additional funds for training, seminars, and courses.                                                                                                                                                                                                                      |
| 492,672      | 489,572      | (3,100)       | <u>CAPITAL OUTLAY</u><br>Funding provides continued support of a new voting system, as well as audio visual equipment, work stations, and police car packages.                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 52,387,719   | 51,839,380   | (548,339)     | <u>DEBT SERVICE</u><br>Principal and Interest payments on existing debt, and new debt to be issued in accordance with the FY 17 Approved Capital Budget.                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 294,380,839  | 299,063,688  | 4,682,849     | <u>MISCELLANEOUS</u><br>Increase is mainly the result of additional funds provided to the Board of Education to support teachers' salaries and contractual bus services; an increase to Harford Community College to continue to restore funding levels from previous fiscal year reductions. Funds allocated in a contingency account to provide a supplemental merit increase to law enforcement personnel classified as - Deputy First Class and Senior Deputy at 6% and Corporals at 3%. This increase is offset by Paygo funding requirements per the FY 17 Approved Capital Budget which decreases \$2,803,425 from FY 16. |

# **SOLID WASTE SERVICES**

## SOLID WASTE SERVICES

### **ORIGIN/PURPOSE:**

The Solid Waste Services account records direct revenues and expenses pertaining to the County's management of the disposal of solid waste. Chapter 109, of the Harford County Code, Environmental Control, establishes laws concerning the County solid waste and recycling programs, including the manner in which waste and recyclables are collected and disposed.

The Charter establishes the County's authority to set and collect fees and other revenue to support solid waste management. Chapter 157 of the County Code Licenses and Permits, establishes the solid waste fees for the disposal of solid waste by either commercial haulers or private citizens. There are revenues from the disposal of tires, batteries, scrap metal, and other items; plus fees for mulch and compost produced by recycling yard waste. The County sells refuse licenses and imposes interest payments on invoices. The collection of revenue from solid waste fees is in large part based on the quantity of materials received.

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. During Fiscal Year 2016 the County outsourced solid waste management to Maryland Environmental Services (MES), therefore, this account was eliminated for FY 17 and all costs associated with SolidWaste are included in the General Fund.

## SOLID WASTE SERVICES

### ALL FUND SUMMARY:

|                                          | AUDITED<br>FY 14         | AUDITED<br>FY 15         | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>BUDGET<br>FY 17 |
|------------------------------------------|--------------------------|--------------------------|-----------------------------|--------------------------------|----------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b>      |                          |                          |                             |                                |                            |
| 10 PERSONAL SERVICES                     | 2,554,026                | 2,522,641                | 2,444,074                   | 0                              | 0                          |
| 20 CONTRACTUAL SERVICES                  | 9,098,829                | 10,110,473               | 12,013,280                  | 0                              | 0                          |
| 30 SUPPLIES AND MATERIALS                | 110,391                  | 127,197                  | 119,650                     | 0                              | 0                          |
| 40 BUSINESS AND TRAVEL                   | 386,574                  | 374,074                  | 402,055                     | 0                              | 0                          |
| 50 CAPITAL OUTLAY                        | 130,779                  | 0                        | 0                           | 0                              | 0                          |
| 60 DEBT SERVICE                          | 1,568,850                | 0                        | 0                           | 0                              | 0                          |
| 80 INTER-GOVERNMENTAL/INTERFUND          | 420                      | 350                      | 300                         | 0                              | 0                          |
| <b>GRAND TOTAL</b>                       | <b><u>13,849,869</u></b> | <b><u>13,134,735</u></b> | <b><u>14,979,359</u></b>    | <b><u>0</u></b>                | <b><u>0</u></b>            |
| <b><u>SUMMARY BY DEPARTMENT:</u></b>     |                          |                          |                             |                                |                            |
| 30 PUBLIC WORKS                          | 12,281,019               | 13,134,735               | 14,979,359                  | 0                              | 0                          |
| 66 DEBT SERVICE                          | 1,568,850                | 0                        | 0                           | 0                              | 0                          |
| <b>GRAND TOTAL</b>                       | <b><u>13,849,869</u></b> | <b><u>13,134,735</u></b> | <b><u>14,979,359</u></b>    | <b><u>0</u></b>                | <b><u>0</u></b>            |
| <b><u>SUMMARY BY REVENUE SOURCE:</u></b> |                          |                          |                             |                                |                            |
| LICENSES & PERMITS                       | 7,100                    | 5,850                    | 6,600                       | 0                              | 0                          |
| MISCELLANEOUS SERVICE FEES               | 678,625                  | 657,376                  | 678,800                     | 0                              | 0                          |
| MISCELLANEOUS REVENUES                   | 0                        | 0                        | 0                           | 0                              | 0                          |
| LANDFILL TIPPING FEE                     | 4,079,515                | 2,836,045                | 4,100,000                   | 0                              | 0                          |
| WASTE TO ENERGY PLANT                    | 8,242,760                | 10,137,966               | 7,062,200                   | 0                              | 0                          |
| INVESTMENT INCOME                        | 15,481                   | (293)                    | 13,300                      | 0                              | 0                          |
| INTRA-COUNTY                             | 0                        | 0                        | 3,118,459                   | 0                              | 0                          |
| <b>GRAND TOTAL</b>                       | <b><u>13,023,481</u></b> | <b><u>13,636,944</u></b> | <b><u>14,979,359</u></b>    | <b><u>0</u></b>                | <b><u>0</u></b>            |

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# HIGHWAYS

|                                                                                 |
|---------------------------------------------------------------------------------|
| <p align="center"><b>FY 17 APPROVED HIGHWAYS FUND<br/>REVENUE BREAKDOWN</b></p> |
|---------------------------------------------------------------------------------|

|                            |                         |                   |                           |           |                  |
|----------------------------|-------------------------|-------------------|---------------------------|-----------|------------------|
| <b>PROPERTY TAX:</b>       | <b>76%</b>              | <b>35,961,000</b> | <b>HIGHWAYS USERS TAX</b> | <b>3%</b> | <b>1,370,000</b> |
| Real & Personal Deductions | 36,433,500<br>(472,500) |                   | <b>SERVICE CHARGES</b>    | <b>2%</b> | <b>807,300</b>   |
| <b>MISCELLANEOUS:</b>      | <b>17%</b>              | <b>8,301,700</b>  | <b>FUND BALANCE</b>       | <b>2%</b> | <b>1,070,000</b> |
| Pro Rata                   | 179,968                 |                   |                           |           |                  |
| Capital Recovery           | 2,000,000               |                   |                           |           |                  |
| Miscellaneous              | 5,925,732               |                   |                           |           |                  |
| Investment Income          | 46,000                  |                   |                           |           |                  |
| BRAC Zone Incentive        | 150,000                 |                   |                           |           |                  |

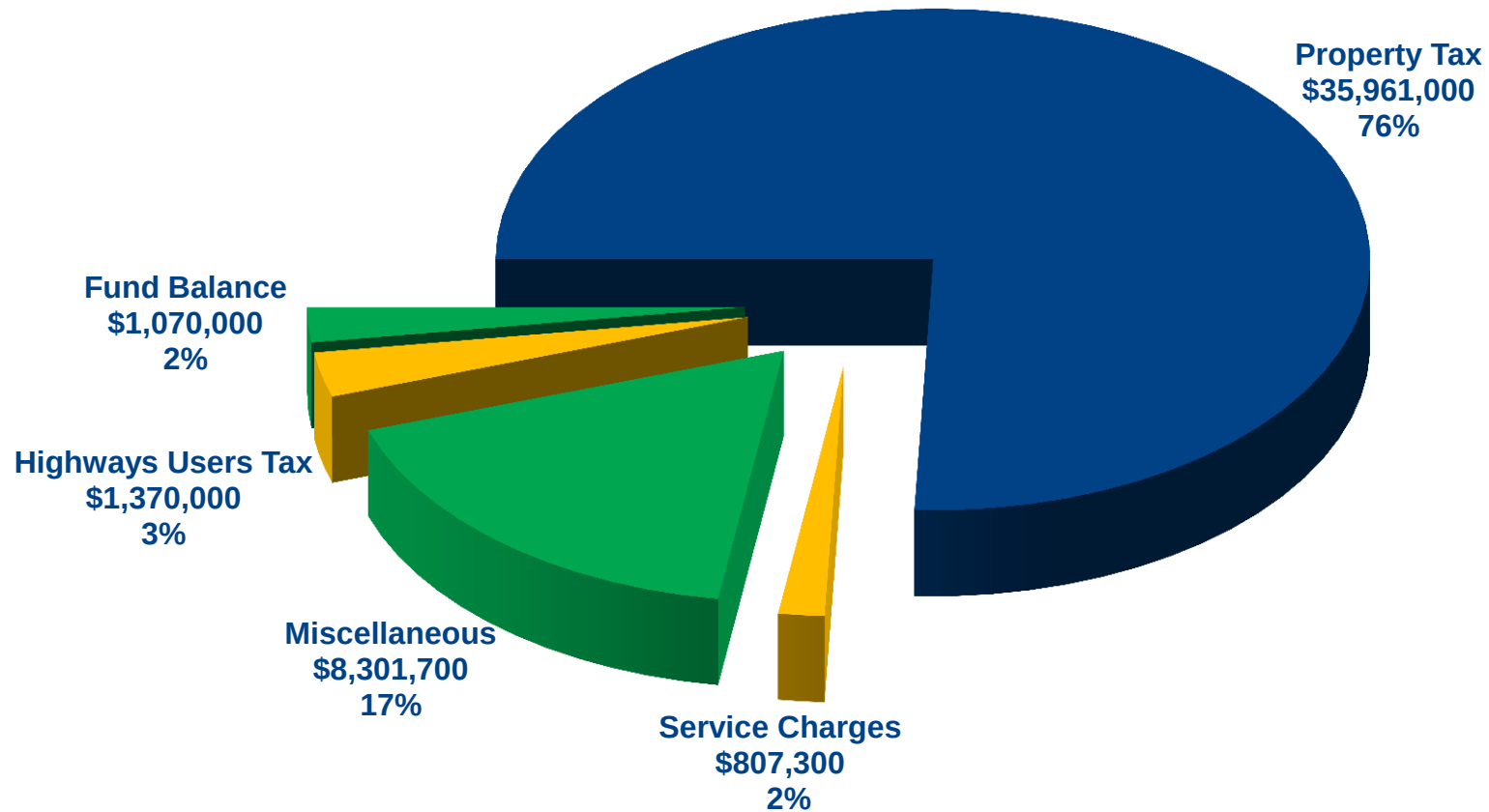
|                                            |
|--------------------------------------------|
| <p><b>TOTAL HIGHWAYS FUND REVENUES</b></p> |
|--------------------------------------------|

|                          |
|--------------------------|
| <p><b>47,510,000</b></p> |
|--------------------------|

# HIGHWAYS FUND REVENUES

Fiscal Year 2016 - 2017

TOTAL APPROVED BUDGET \$47,510,000



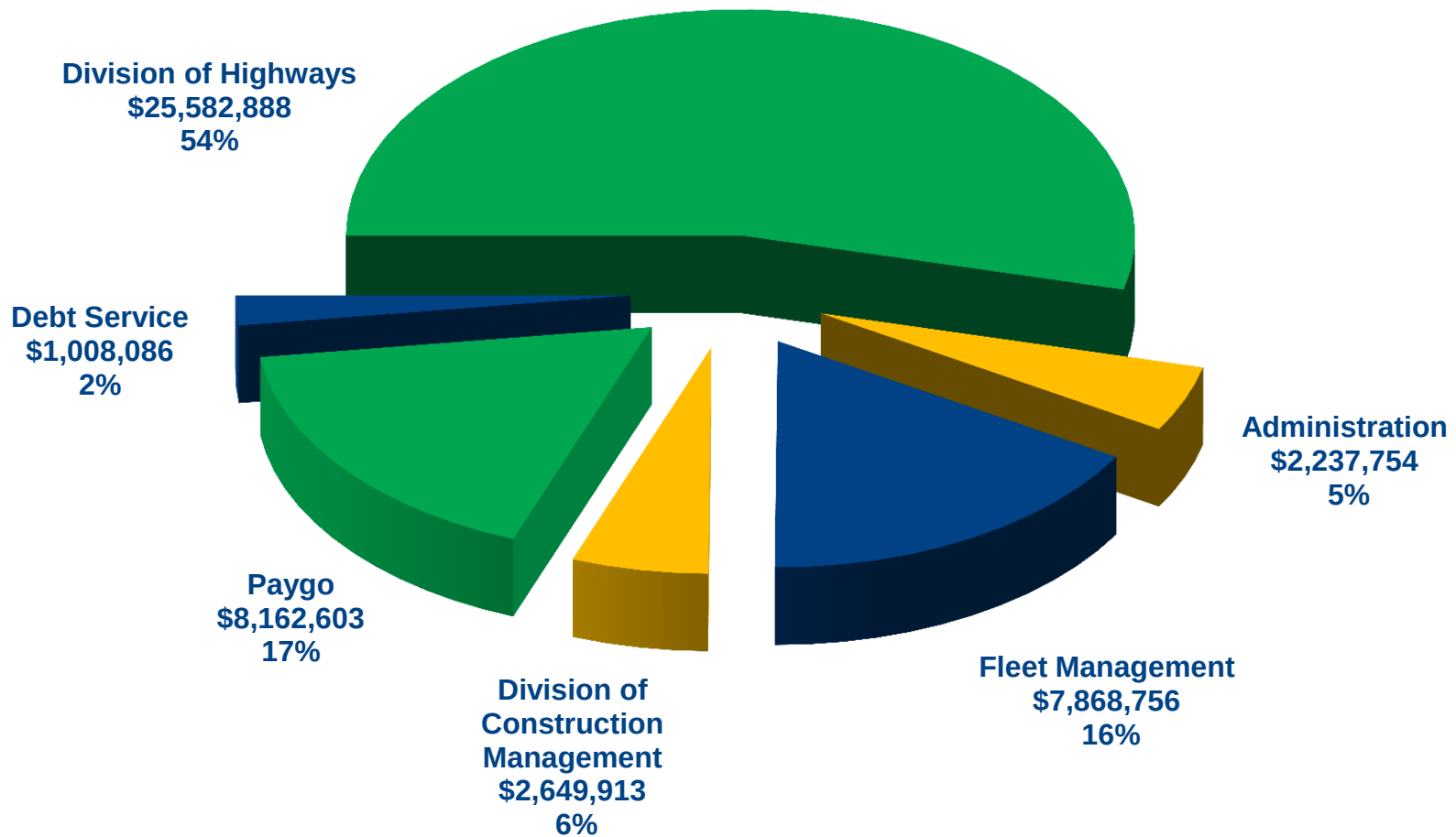
|                                                                         |
|-------------------------------------------------------------------------|
| <p><b>FY 17 APPROVED HIGHWAYS FUND<br/>APPROPRIATIONS BREAKDOWN</b></p> |
|-------------------------------------------------------------------------|

|                         |            |                  |                                             |            |                   |
|-------------------------|------------|------------------|---------------------------------------------|------------|-------------------|
| <b>ADMINISTRATION:</b>  | <b>5%</b>  | <b>2,237,754</b> | <b>DIVISION OF HIGHWAYS:</b>                | <b>54%</b> | <b>25,582,888</b> |
| Personnel Matters       | 215,271    |                  | Bureau of Highways Engineering              | 2,201,874  |                   |
| Director                | 286,314    |                  | Bureau of Highways Maintenance              | 21,111,126 |                   |
| Benefits                | 1,428,883  |                  | Snow Removal                                | 2,269,888  |                   |
| Insurance               | 107,286    |                  |                                             |            |                   |
| Contingency Reserve     | 200,000    |                  |                                             |            |                   |
| <b>FLEET MANAGEMENT</b> | <b>16%</b> | <b>7,868,756</b> | <b>DIVISION OF CONSTRUCTION MANAGEMENT:</b> | <b>6%</b>  | <b>2,649,913</b>  |
|                         |            |                  | Bureau of Capital Projects Management       | 755,455    |                   |
|                         |            |                  | Bureau of Construction Inspections          | 1,894,458  |                   |
| <b>DEBT SERVICE</b>     | <b>2%</b>  | <b>1,008,086</b> | <b>PAYGO</b>                                | <b>17%</b> | <b>8,162,603</b>  |

|                                                  |                          |
|--------------------------------------------------|--------------------------|
| <p><b>TOTAL HIGHWAYS FUND APPROPRIATIONS</b></p> | <p><b>47,510,000</b></p> |
|--------------------------------------------------|--------------------------|

# HIGHWAYS FUND APPROPRIATIONS

Fiscal Year 2016 - 2017  
TOTAL APPROVED BUDGET \$47,510,000



## HIGHWAYS FUND

**ORIGIN/PURPOSE:**

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

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

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

**FUND SUMMARY:**

|                                     |                               | AUDITED<br>FY 14  | AUDITED<br>FY 15  | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17  |
|-------------------------------------|-------------------------------|-------------------|-------------------|-----------------------------|--------------------------------|-------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                               |                   |                   |                             |                                |                   |
| 10                                  | PERSONAL SERVICES             | 16,430,407        | 16,939,231        | 15,208,368                  | 15,714,017                     | 15,714,017        |
| 20                                  | CONTRACTUAL SERVICES          | 5,037,058         | 5,021,172         | 5,548,951                   | 5,499,867                      | 5,499,867         |
| 30                                  | SUPPLIES & MATERIALS          | 6,571,569         | 6,024,744         | 6,425,810                   | 6,647,720                      | 6,647,720         |
| 40                                  | BUSINESS & TRAVEL             | 4,929,746         | 5,147,421         | 5,328,527                   | 5,865,267                      | 5,865,267         |
| 50                                  | CAPITAL OUTLAY                | 960,997           | 233,780           | 14,000                      | 14,000                         | 14,000            |
| 60                                  | DEBT SERVICE                  | 971,233           | 686,861           | 1,049,723                   | 1,006,086                      | 1,006,086         |
| 70                                  | MISCELLANEOUS                 | 14,615,818        | 12,552,471        | 12,956,685                  | 12,758,243                     | 12,758,243        |
| 80                                  | INTER-GOVERNMENTAL/INTER-FUND | 1,788             | 2,562             | 5,225                       | 4,800                          | 4,800             |
|                                     |                               | <hr/>             | <hr/>             | <hr/>                       | <hr/>                          | <hr/>             |
|                                     | <b>GRAND TOTAL</b>            | <b>49,518,616</b> | <b>46,608,242</b> | <b>46,537,289</b>           | <b>47,510,000</b>              | <b>47,510,000</b> |
|                                     |                               | <hr/>             | <hr/>             | <hr/>                       | <hr/>                          | <hr/>             |

## HIGHWAYS FUND

### FUND SUMMARY:

|                                      |                           | AUDITED<br>FY 14         | AUDITED<br>FY 15         | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17         |
|--------------------------------------|---------------------------|--------------------------|--------------------------|-----------------------------|--------------------------------|--------------------------|
| <b><u>SUMMARY BY DEPARTMENT:</u></b> |                           |                          |                          |                             |                                |                          |
| 03                                   | PROCUREMENT               | 7,480,218                | 7,113,083                | 8,062,944                   | 7,868,756                      | 7,868,756                |
| 08                                   | HUMAN RESOURCES           | 149,377                  | 942,403                  | 185,471                     | 215,271                        | 215,271                  |
| 30                                   | PUBLIC WORKS              | 29,887,347               | 29,539,391               | 28,228,915                  | 28,519,115                     | 28,519,115               |
| 66                                   | DEBT SERVICE              | 971,338                  | 687,132                  | 1,051,723                   | 1,008,086                      | 1,008,086                |
| 67                                   | INSURANCE                 | 364,742                  | 0                        | 0                           | 107,286                        | 107,286                  |
| 68                                   | BENEFITS                  | 1,184,832                | 1,326,233                | 1,551,986                   | 1,428,883                      | 1,428,883                |
| 70                                   | MISCELLANEOUS             | 9,480,762                | 7,000,000                | 7,256,250                   | 8,162,603                      | 8,162,603                |
| 90                                   | RESERVE FOR CONTINGENCIES | 0                        | 0                        | 200,000                     | 200,000                        | 200,000                  |
|                                      | <b>GRAND TOTAL</b>        | <b><u>49,518,616</u></b> | <b><u>46,608,242</u></b> | <b><u>46,537,289</u></b>    | <b><u>47,510,000</u></b>       | <b><u>47,510,000</u></b> |

### **SUMMARY BY REVENUE SOURCE:**

|                                |                          |                          |                          |                          |                          |
|--------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| PROPERTY TAXES                 | 34,651,971               | 35,523,639               | 35,420,988               | 35,961,000               | 35,961,000               |
| INTERGOVERNMENTAL/STATE SHARED | 1,471,274                | 1,429,317                | 1,492,801                | 1,520,000                | 1,520,000                |
| SERVICE CHARGES                | 754,739                  | 905,911                  | 807,300                  | 807,300                  | 807,300                  |
| INVESTMENT INCOME              | 38,123                   | 48,268                   | 30,000                   | 46,000                   | 46,000                   |
| FUND BALANCE APPROPRIATION     | 0                        | 0                        | 708,894                  | 1,070,000                | 1,070,000                |
| MISCELLANEOUS REVENUES         | 8,882,180                | 8,111,009                | 8,077,306                | 8,105,700                | 8,105,700                |
| <b>GRAND TOTAL</b>             | <b><u>45,798,287</u></b> | <b><u>46,018,144</u></b> | <b><u>46,537,289</u></b> | <b><u>47,510,000</u></b> | <b><u>47,510,000</u></b> |

## HIGHWAYS FUND

### FINANCIAL NOTES:

|                       |            |
|-----------------------|------------|
| FY 17 Approved Budget | 47,510,000 |
| FY 16 Approved Budget | 46,537,289 |
| \$ increase           | 972,711    |
| % increase            | 2.09%      |

| FY 16 | FY 17 | CHANGE | EXPLANATION OF INCREASE/DECREASE - REVENUES |
|-------|-------|--------|---------------------------------------------|
|-------|-------|--------|---------------------------------------------|

|            |            |         |  |
|------------|------------|---------|--|
| 35,420,988 | 35,961,000 | 540,012 |  |
|------------|------------|---------|--|

#### PROPERTY TAXES

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

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

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

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

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



## HIGHWAYS FUND

### FINANCIAL NOTES:

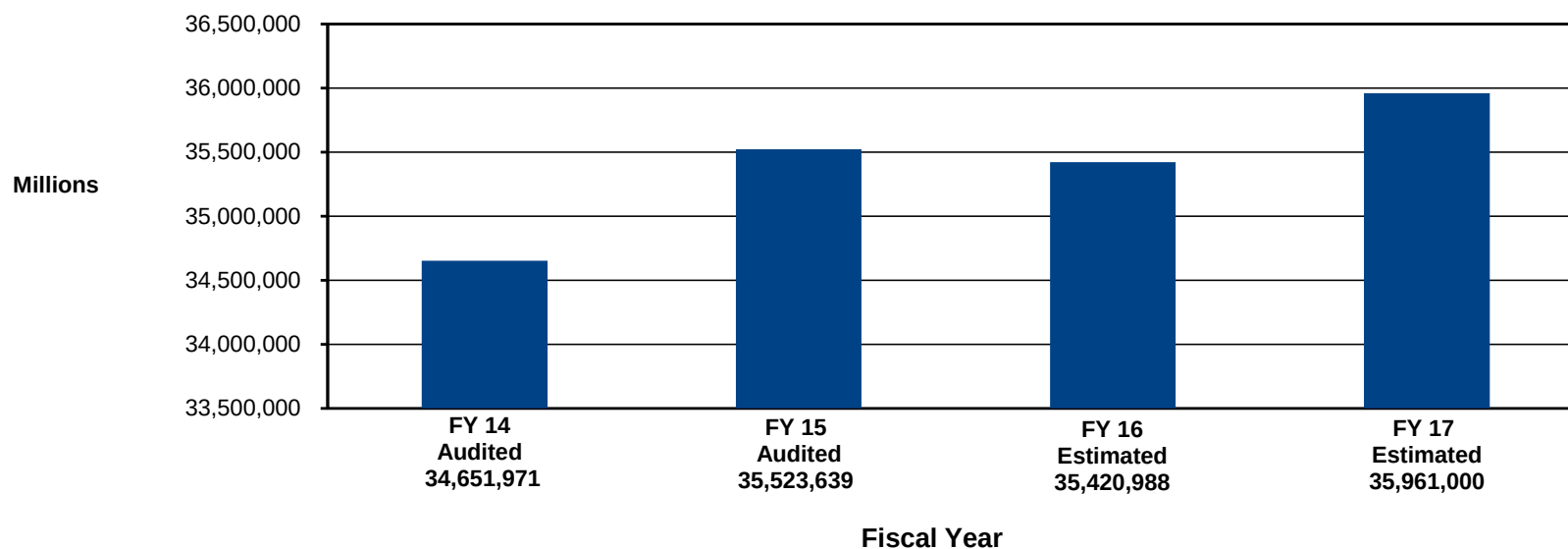
| FY 16 | FY 17 | CHANGE | EXPLANATION OF INCREASE/DECREASE - REVENUES |
|-------|-------|--------|---------------------------------------------|
|-------|-------|--------|---------------------------------------------|

#### PROPERTY TAXES (CONT'D)

The \$540,012 increase in highways fund property tax revenue is due to an increase in assessable base.

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

**Property Tax Trend**

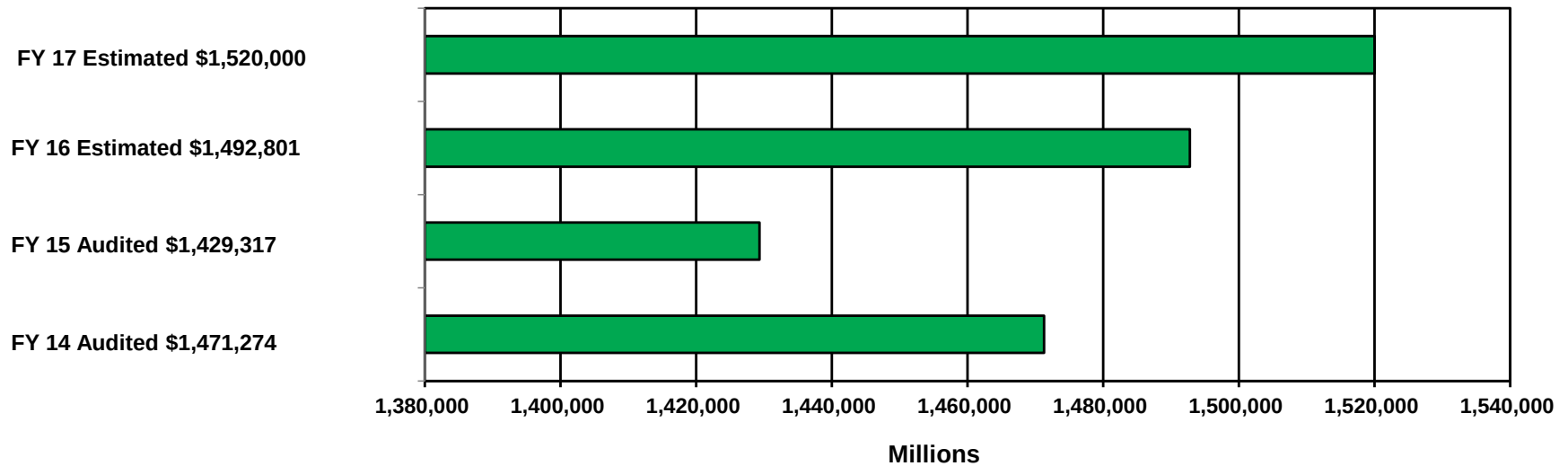


## HIGHWAYS FUND

### FINANCIAL NOTES:

| FY 16     | FY 17     | CHANGE | EXPLANATION OF INCREASE/DECREASE - REVENUES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------|-----------|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1,492,801 | 1,520,000 | 27,199 | <p><u>STATE HIGHWAYS USERS TAX</u></p> <p>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.</p> <p>Each year the Maryland Department of Transportation's State Highway Administration provides the County with estimates of the Highways User Tax. For Fiscal Year 2017 we are projecting to receive \$1,520,000.</p> |

**State Highways Users Tax Trend**



## HIGHWAYS FUND

### FINANCIAL NOTES:

| FY 16     | FY 17     | CHANGE  | EXPLANATION OF INCREASE/DECREASE - REVENUES                                                                                                                                                                                                                                                                                                                                                                                                     |       |       |        |        |        |       |       |   |         |       |       |       |         |         |       |        |        |        |
|-----------|-----------|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------|--------|--------|--------|-------|-------|---|---------|-------|-------|-------|---------|---------|-------|--------|--------|--------|
| 807,300   | 807,300   | 0       | <u>CHARGES FOR GOVERNMENT SERVICES</u><br>Governmental services charges such as inspections and plan review have remained flat for FY 17.                                                                                                                                                                                                                                                                                                       |       |       |        |        |        |       |       |   |         |       |       |       |         |         |       |        |        |        |
| 30,000    | 46,000    | 16,000  | <u>INVESTMENT INCOME</u><br>Revenues from investments are reflective of the size of the County's portfolio and the rate of return. For FY 17, a projected increase is anticipated, based on actual investment earnings in FY 16.                                                                                                                                                                                                                |       |       |        |        |        |       |       |   |         |       |       |       |         |         |       |        |        |        |
| 8,077,306 | 8,105,700 | 28,394  | <u>OTHER REVENUE</u><br>The elements mainly responsible for the net increase in "Other" revenues are: <table><tr><td>FY 16</td><td>FY 17</td><td>Change</td></tr><tr><td>50,000</td><td>57,732</td><td>7,732</td></tr><tr><td>9,178</td><td>0</td><td>(9,178)</td></tr><tr><td>4,952</td><td>6,139</td><td>1,187</td></tr><tr><td>170,440</td><td>173,829</td><td>3,389</td></tr><tr><td>25,000</td><td>50,000</td><td>25,000</td></tr></table> | FY 16 | FY 17 | Change | 50,000 | 57,732 | 7,732 | 9,178 | 0 | (9,178) | 4,952 | 6,139 | 1,187 | 170,440 | 173,829 | 3,389 | 25,000 | 50,000 | 25,000 |
| FY 16     | FY 17     | Change  |                                                                                                                                                                                                                                                                                                                                                                                                                                                 |       |       |        |        |        |       |       |   |         |       |       |       |         |         |       |        |        |        |
| 50,000    | 57,732    | 7,732   |                                                                                                                                                                                                                                                                                                                                                                                                                                                 |       |       |        |        |        |       |       |   |         |       |       |       |         |         |       |        |        |        |
| 9,178     | 0         | (9,178) |                                                                                                                                                                                                                                                                                                                                                                                                                                                 |       |       |        |        |        |       |       |   |         |       |       |       |         |         |       |        |        |        |
| 4,952     | 6,139     | 1,187   |                                                                                                                                                                                                                                                                                                                                                                                                                                                 |       |       |        |        |        |       |       |   |         |       |       |       |         |         |       |        |        |        |
| 170,440   | 173,829   | 3,389   |                                                                                                                                                                                                                                                                                                                                                                                                                                                 |       |       |        |        |        |       |       |   |         |       |       |       |         |         |       |        |        |        |
| 25,000    | 50,000    | 25,000  |                                                                                                                                                                                                                                                                                                                                                                                                                                                 |       |       |        |        |        |       |       |   |         |       |       |       |         |         |       |        |        |        |
| 708,894   | 1,070,000 | 361,106 | <u>FUND BALANCE APPROPRIATION</u><br>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. Increase in use of fund balance appropriated is due in large part to Paygo funding for FY 17 Capital projects.                          |       |       |        |        |        |       |       |   |         |       |       |       |         |         |       |        |        |        |

## HIGHWAYS FUND

### FINANCIAL NOTES:

| FY 16      | FY 17      | CHANGE    | EXPLANATION OF INCREASE/DECREASE - EXPENDITURES                                                                                                                                                                                                                                                                                                    |
|------------|------------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 15,208,368 | 15,714,017 | 505,649   | <u>PERSONAL SERVICES</u><br>Increase is the net result of the FY 17 Merit salary increase of 3%, salary adjustments, turnover, pension, workers' compensation, health benefits and overtime offset by PEHP (Post Employment Health Plan)                                                                                                           |
| 5,548,951  | 5,499,867  | (49,084)  | <u>CONTRACTUAL SERVICES</u><br>Decrease is the net result of vehicle operating equipment, space and real estate rental, electricity, heating fuel (gas), retirees health insurance, financial/audit, communication service, operating equipment, building/custodial services offset by general liability insurance and other professional services |
| 6,425,810  | 6,647,720  | 221,910   | <u>SUPPLIES AND MATERIALS</u><br>Usage trends and cost projections result in an increase for road materials such as bituminous concrete, liquid bituminous, crushed aggregate, sand, and salt, partially offset by a reduction in gasoline and diesel expenses.                                                                                    |
| 5,328,527  | 5,865,267  | 536,740   | <u>BUSINESS AND TRAVEL</u><br>Costs to maintain an aging fleet of county vehicles and equipment results in higher maintenance contract costs for Fleet Management.                                                                                                                                                                                 |
| 1,049,723  | 1,006,086  | (43,637)  | <u>DEBT SERVICE</u><br>Principal and Interest costs for Highways debt.                                                                                                                                                                                                                                                                             |
| 12,956,685 | 12,758,243 | (198,442) | <u>MISCELLANEOUS</u><br>Funds are appropriated for Pro Rata shares in support of the General Fund for administrative services provided, Board of Education transportation, Traffic Safety reimbursement to offset expenses of the Sheriff's Traffic Safety Unit, and Paygo funding in accordance with the FY 17 Approved Capital Budget.           |

# **WATER & SEWER**

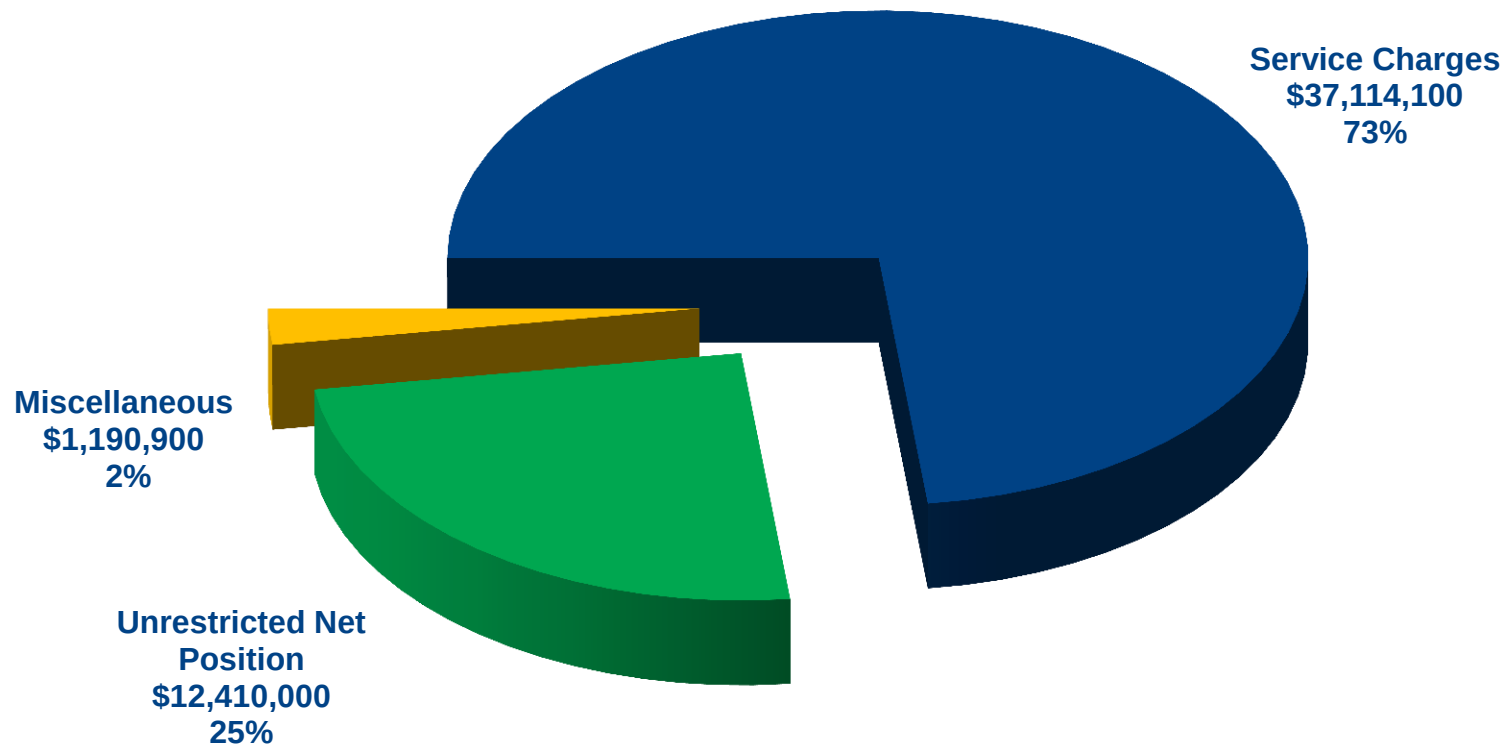
|                                                                                          |
|------------------------------------------------------------------------------------------|
| <p align="center"><b>FY 17 APPROVED WATER &amp; SEWER FUND<br/>REVENUE BREAKDOWN</b></p> |
|------------------------------------------------------------------------------------------|

|                        |            |                   |
|------------------------|------------|-------------------|
| <b>MISCELLANEOUS:</b>  | <b>2%</b>  | <b>1,190,900</b>  |
| Capital Recovery       | 206,000    |                   |
| Miscellaneous          | 426,100    |                   |
| Investment Income      | 228,800    |                   |
| Intergovernmental      | 330,000    |                   |
| <b>SERVICE CHARGES</b> | <b>73%</b> | <b>37,114,100</b> |

|                                   |            |                   |
|-----------------------------------|------------|-------------------|
| <b>UNRESTRICTED NET POSITION:</b> | <b>25%</b> | <b>12,410,000</b> |
| Contributed Capital               | 12,410,000 |                   |

|                                              |                   |
|----------------------------------------------|-------------------|
| <b>TOTAL WATER &amp; SEWER FUND REVENUES</b> | <b>50,715,000</b> |
|----------------------------------------------|-------------------|

**WATER & SEWER  
OPERATING FUND REVENUES  
Fiscal Year 2016 - 2017  
TOTAL APPROVED BUDGET \$50,715,000**



**FY 17 APPROVED WATER & SEWER FUND  
APPROPRIATIONS BREAKDOWN**

**BUREAU OF W & S ADMINISTRATION:                      7%                      3,566,046**

Administration                      3,516,046  
General Inventory                      50,000

**BUREAU OF W & S MAINTENANCE:                      15%                      7,430,201**

Water O&M Abingdon                      4,532,844  
Sewer O&M Abingdon                      2,816,657  
Whiteford/Cardiff Service Community                      80,700

**OTHER:                      8%                      4,033,098**

Accounting                      1,246,170  
Personnel Matters                      204,535  
Insurance                      75,961  
Benefits                      704,811  
Paygo                      1,801,621

**DEPRECIATION                      25%                      12,800,000**

**BUREAU OF W & S OPERATIONS:**

**WASTEWATER PROCESSING:                      26%                      13,064,717**

Industrial Waste Management                      166,374  
Sewer O&M Sod Run                      8,939,415  
Joppatowne Sewerage Treatment                      812,846  
Sewer O&M Pump/Meter Stations                      3,008,816  
Sewer O&M Spring Meadows                      137,266

**WATER PRODUCTION:                      16%                      8,333,161**

Water O&M Perryman                      1,032,546  
Water O&M Long Booster Stations                      834,382  
Water O&M Havre de Grace                      1,126,759  
Water O&M Abingdon-Big Inch                      5,270,324  
Water O&M Carbon Treatment Plant                      16,800  
Water O&M Solids Handling Facility                      52,350

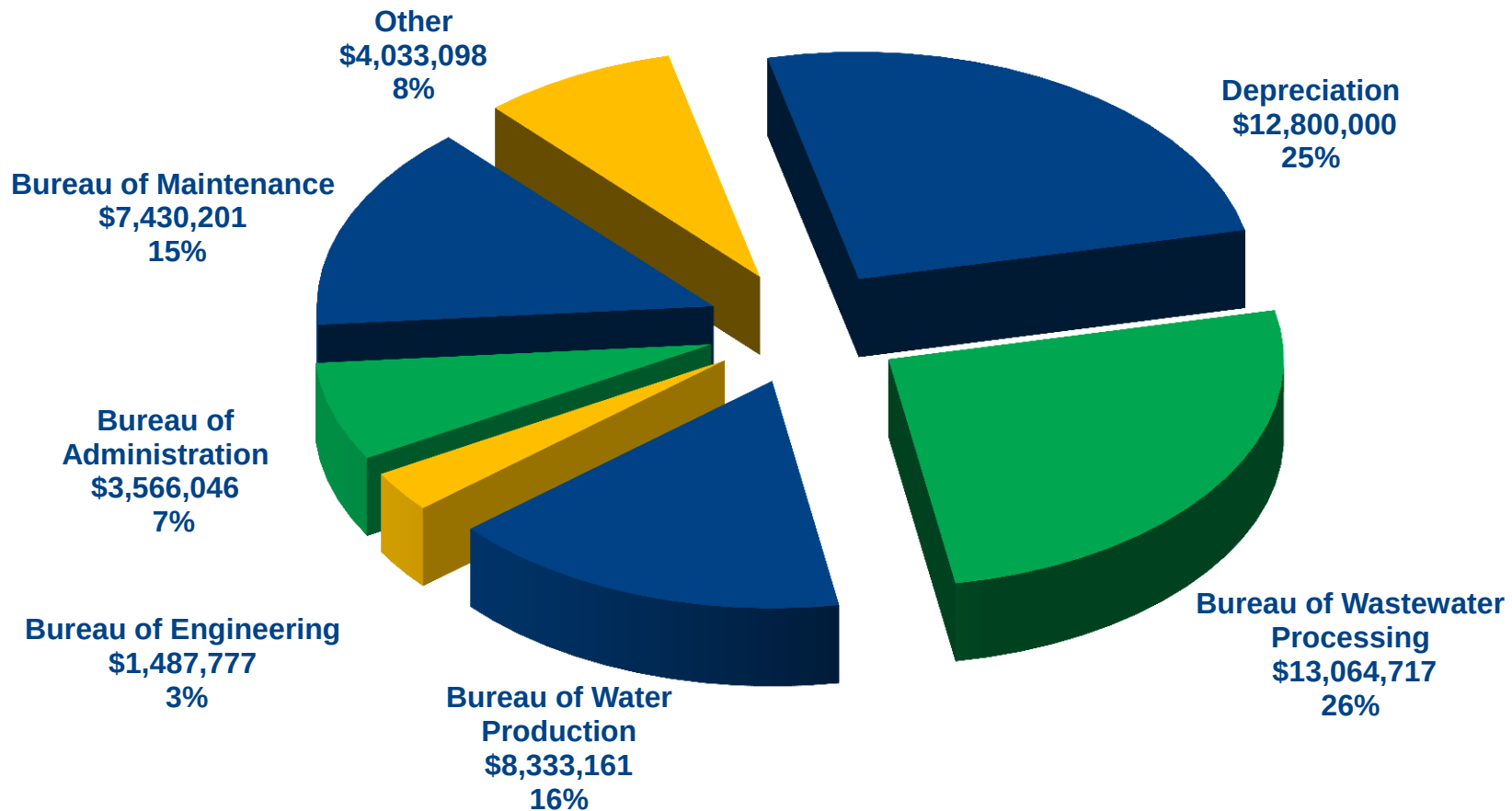
**BUREAU OF ENGINEERING:                      3%                      1,487,777**

Water Engineering                      736,724  
Sewer Engineering                      751,053

|                                                    |                   |
|----------------------------------------------------|-------------------|
| <b>TOTAL WATER &amp; SEWER FUND APPROPRIATIONS</b> | <b>50,715,000</b> |
|----------------------------------------------------|-------------------|



**WATER & SEWER OPERATING  
FUND APPROPRIATIONS  
Fiscal Year 2016 - 2017  
TOTAL APPROVED BUDGET \$50,715,000**



## WATER & SEWER FUND

### **ORIGIN/PURPOSE:**

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

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

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

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

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

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

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

# WATER & SEWER FUND

## FUND SUMMARY:

|                                     |                               | AUDITED<br>FY 14  | AUDITED<br>FY 15  | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17  |
|-------------------------------------|-------------------------------|-------------------|-------------------|-----------------------------|--------------------------------|-------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                               |                   |                   |                             |                                |                   |
| 10                                  | PERSONAL SERVICES             | 15,138,527        | 15,416,604        | 15,868,252                  | 16,544,096                     | 16,544,096        |
| 20                                  | CONTRACTUAL SERVICES          | 8,272,688         | 8,276,179         | 9,507,213                   | 9,926,753                      | 9,926,753         |
| 30                                  | SUPPLIES & MATERIALS          | 3,515,453         | 3,487,784         | 3,900,214                   | 4,315,970                      | 4,315,970         |
| 40                                  | BUSINESS & TRAVEL             | 674,814           | 609,595           | 749,720                     | 757,960                        | 757,960           |
| 50                                  | CAPITAL OUTLAY                | 1,052,586         | 1,050,610         | 1,187,300                   | 1,231,550                      | 1,231,550         |
| 70                                  | MISCELLANEOUS                 | 18,570,191        | 20,478,389        | 17,476,777                  | 17,938,621                     | 17,938,621        |
| 80                                  | INTER-GOVERNMENTAL/INTER-FUND | 702,617           | 240               | 550                         | 50                             | 50                |
|                                     | <b>GRAND TOTAL</b>            | <b>47,926,876</b> | <b>49,319,401</b> | <b>48,690,026</b>           | <b>50,715,000</b>              | <b>50,715,000</b> |

## **SUMMARY BY DEPARTMENT:**

|    |                    |                   |                   |                   |                   |                   |
|----|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 04 | TREASURY           | 802,373           | 945,567           | 1,200,438         | 1,246,170         | 1,246,170         |
| 08 | HUMAN RESOURCES    | 127,208           | 652,577           | 174,035           | 204,535           | 204,535           |
| 30 | PUBLIC WORKS       | 40,939,721        | 40,999,654        | 44,710,011        | 46,681,902        | 46,681,902        |
| 67 | INSURANCE          | 252,084           | 0                 | 0                 | 75,961            | 75,961            |
| 68 | BENEFITS           | 432,040           | 561,603           | 709,292           | 704,811           | 704,811           |
| 70 | MISCELLANEOUS      | 5,373,450         | 6,160,000         | 1,896,250         | 1,801,621         | 1,801,621         |
|    | <b>GRAND TOTAL</b> | <b>47,926,876</b> | <b>49,319,401</b> | <b>48,690,026</b> | <b>50,715,000</b> | <b>50,715,000</b> |

|                               |
|-------------------------------|
| <b>WATER &amp; SEWER FUND</b> |
|-------------------------------|

**FUND SUMMARY:**

|                                | AUDITED<br>FY 14  | AUDITED<br>FY 15  | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17  |
|--------------------------------|-------------------|-------------------|-----------------------------|--------------------------------|-------------------|
| SERVICE CHARGES                | 27,768,001        | 27,980,955        | 28,425,300                  | 37,114,100                     | 37,114,100        |
| INVESTMENT INCOME              | 175,060           | 226,642           | 163,000                     | 228,800                        | 228,800           |
| MISCELLANEOUS REVENUE          | (965,191)         | 364,859           | 545,100                     | 756,100                        | 756,100           |
| UNRESTRICTED NET POSITION      | 0                 | 0                 | 6,940,626                   | 0                              | 0                 |
| CONTRIBUTED CAPITAL            | 0                 | 0                 | 12,410,000                  | 12,410,000                     | 12,410,000        |
| RECOVERY FROM CAPITAL PROJECTS | 246,728           | 193,791           | 206,000                     | 206,000                        | 206,000           |
| <b>GRAND TOTAL</b>             | <b>27,224,598</b> | <b>28,766,247</b> | <b>48,690,026</b>           | <b>50,715,000</b>              | <b>50,715,000</b> |

**SUMMARY BY REVENUE SOURCE:**

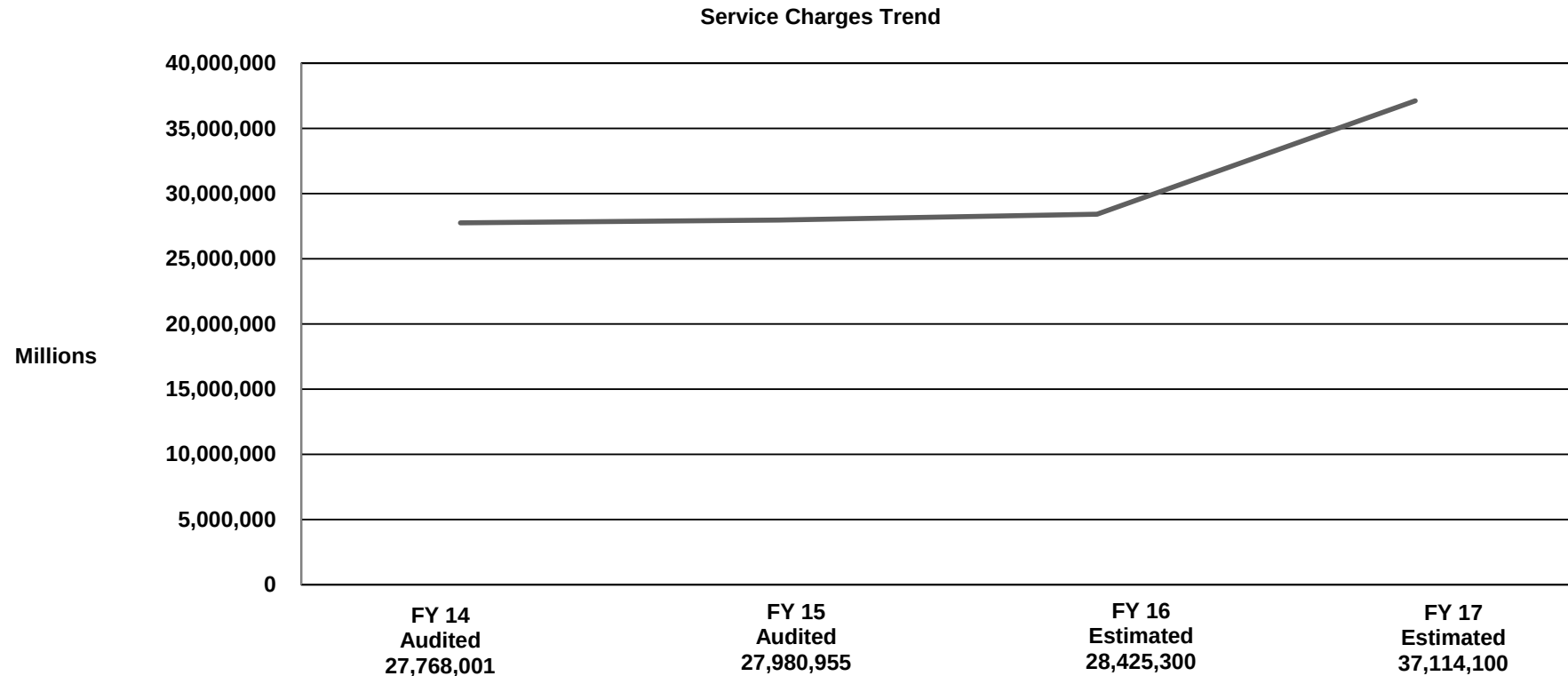
**FINANCIAL NOTES:**

|                       |            |
|-----------------------|------------|
| FY 17 Approved Budget | 50,715,000 |
| FY 16 Approved Budget | 48,690,026 |
| \$ increase           | 2,024,974  |
| % increase            | 4.16%      |

## WATER & SEWER FUND

### FINANCIAL NOTES:

| FY 16      | FY 17      | CHANGE    | EXPLANATION OF INCREASE/DECREASE - REVENUES                                                                    |
|------------|------------|-----------|----------------------------------------------------------------------------------------------------------------|
| 28,425,300 | 37,114,100 | 8,688,800 | <u>SERVICE CHARGES</u><br>Increase due to legislated rise in Water & Sewer rates and anticipated new customers |



## WATER & SEWER FUND

### FINANCIAL NOTES:

| FY 16      | FY 17      | CHANGE      | EXPLANATION OF INCREASE/DECREASE - REVENUES                                                                                                                                                                                                                                                                                     |
|------------|------------|-------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 163,000    | 228,800    | 65,800      | <u>INVESTMENT INCOME:</u><br>FY 17 estimated revenue for investment income is based on FY 15 actuals.                                                                                                                                                                                                                           |
| 545,100    | 756,100    | 211,000     | <u>MISCELLANEOUS REVENUE:</u><br>Includes sundry fines and forfeitures, sale of land and surplus equipment/vehicles, rents and concessions, lease purchase proceeds, MDE-ENR state operating grants and other revenue that can not be classified. FY 17 estimated Miscellaneous Revenue reflects prior year actual collections. |
| 6,940,626  | 0          | (6,940,626) | <u>UNRESTRICTED NET ASSETS:</u><br>Funds represent surplus from prior years that are used to finance current year operations. No funds allocated for FY 17 due to increase in service charges.                                                                                                                                  |
| 12,410,000 | 12,410,000 | 0           | <u>FUNDED DEPRECIATION-CONTRIBUTED CAPITAL:</u><br>Annual depreciation charges are anticipated to remain flat for FY 17.                                                                                                                                                                                                        |
| 206,000    | 206,000    | 0           | <u>RECOVERY FROM CAPITAL PROJECTS:</u><br>Cost of services billed to capital projects and recovered back to the operating budget. FY 17 estimated revenues are based on FY 16 actuals.                                                                                                                                          |

## WATER & SEWER FUND

### FINANCIAL NOTES:

| FY 16      | FY 17      | CHANGE  | EXPLANATION OF INCREASE/DECREASE - EXPENDITURES                                                                                                                                                                                                                                                                                                                                                           |
|------------|------------|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 15,868,252 | 16,544,096 | 675,844 | <u>PERSONAL SERVICES</u><br>Increase is the net result of the FY 17 Merit salary increase of 3%, salary adjustments, turnover, temporary salaries, pension, workers' compensation, health benefits and overtime offset by PEHP (Post Employment Health Plan) and shift differential.                                                                                                                      |
| 9,507,213  | 9,926,753  | 419,540 | <u>CONTRACTUAL SERVICES</u><br>Increase is the net result of electricity, heating fuel (gas & oil), facility repair & renovations, building/ custodial service, engineering services, other professional services, uniform rental, space & real estate rental, other insurance and landfill tipping fees, partially offset by retirees insurance and grounds maintenance based on actual expense history. |
| 3,900,214  | 4,315,970  | 415,756 | <u>SUPPLIES AND MATERIALS</u><br>Increase is the net result of equipment repair parts, purchase of small tools, laboratory, safety and medical supplies as well as the purchase of chemicals in bulk, crushed aggregate, sand, salt, diesel fuel, and oil and lubricants, offset slightly by building supplies based on actual expense history.                                                           |
| 749,720    | 757,960    | 8,240   | <u>BUSINESS AND TRAVEL</u><br>Increases in county-owned vehicles, fuel, training seminars, courses and the addition of tuition reimbursement, partially offset by non-targeted charges for First Vehicle Services based on actual expense history.                                                                                                                                                        |

## WATER & SEWER FUND

### FINANCIAL NOTES:

| FY 16      | FY 17      | CHANGE  | EXPLANATION OF INCREASE/DECREASE - EXPENDITURES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|------------|------------|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1,187,300  | 1,231,550  | 44,250  | <u>CAPITAL OUTLAY</u><br>Increase is for the purchase of a larger air compressor, additional pumps, leak detection equipment, flow meter, portable radio, and miscellaneous equipment to include: electric heaters, air conditioners, blowers, saws, tampers, hydraulic power tools, testing gauges, and tower antenna. Offsetting reductions are found in the cost of wells and well developments, electronic process control equipment, blowers, generators, laboratory equipment, and one time purchase of a trailer in FY 16.                                                                             |
| 17,476,777 | 17,938,621 | 461,844 | <u>MISCELLANEOUS</u><br>Funding provides for payments to Delta Borough for treatment of waste, as required by the inter-state agreement, sludge generation fee paid to Maryland Department of Environment (MDE) per actuals, payment to Havre de Grace's city water plant for Harford County's share of the plant's operations, and Pro Rata Shares for the General Fund to support administrative services increases based on the FY 17 General Fund budget. Funding for depreciation increases per Treasury's recommendations. Paygo funds to support the FY 17 Approved Capital budget decrease for FY 17. |



# **WATER & SEWER DEBT SERVICE**

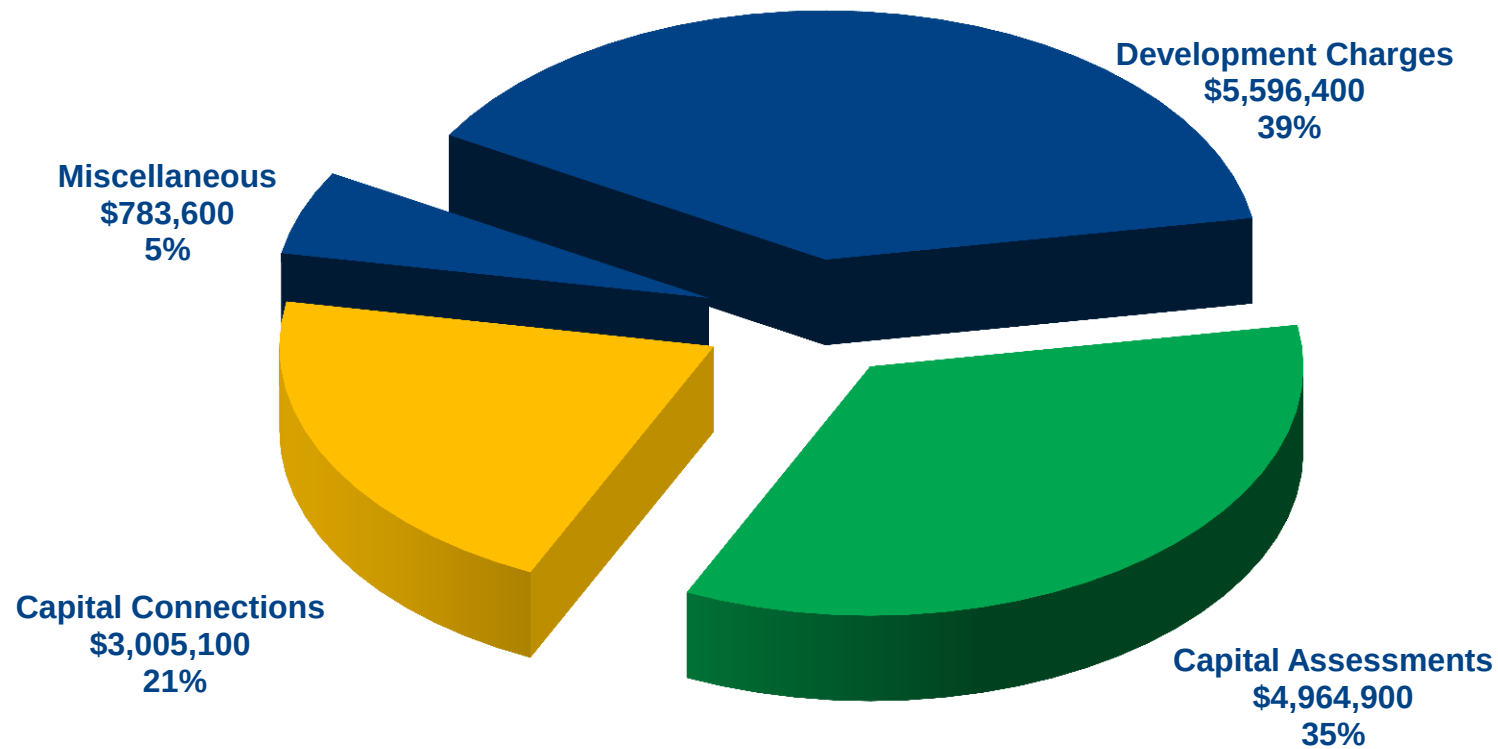
|                                                                                        |
|----------------------------------------------------------------------------------------|
| <p><b>FY 17 APPROVED WATER &amp; SEWER DEBT SERVICE FUND<br/>REVENUE BREAKDOWN</b></p> |
|----------------------------------------------------------------------------------------|

|                     |     |           |                     |     |           |
|---------------------|-----|-----------|---------------------|-----|-----------|
| DEVELOPMENT CHARGES | 39% | 5,596,400 | CAPITAL CONNECTIONS | 21% | 3,005,100 |
| CAPITAL ASSESSMENTS | 35% | 4,964,900 | MISCELLANEOUS       | 5%  | 783,600   |

|                                                                  |
|------------------------------------------------------------------|
| <p><b>TOTAL WATER &amp; SEWER DEBT SERVICE FUND REVENUES</b></p> |
|------------------------------------------------------------------|

|                          |
|--------------------------|
| <p><b>14,350,000</b></p> |
|--------------------------|

**WATER & SEWER DEBT  
SERVICE FUND REVENUES  
Fiscal Year 2016 - 2017  
TOTAL APPROVED BUDGET \$14,350,000**

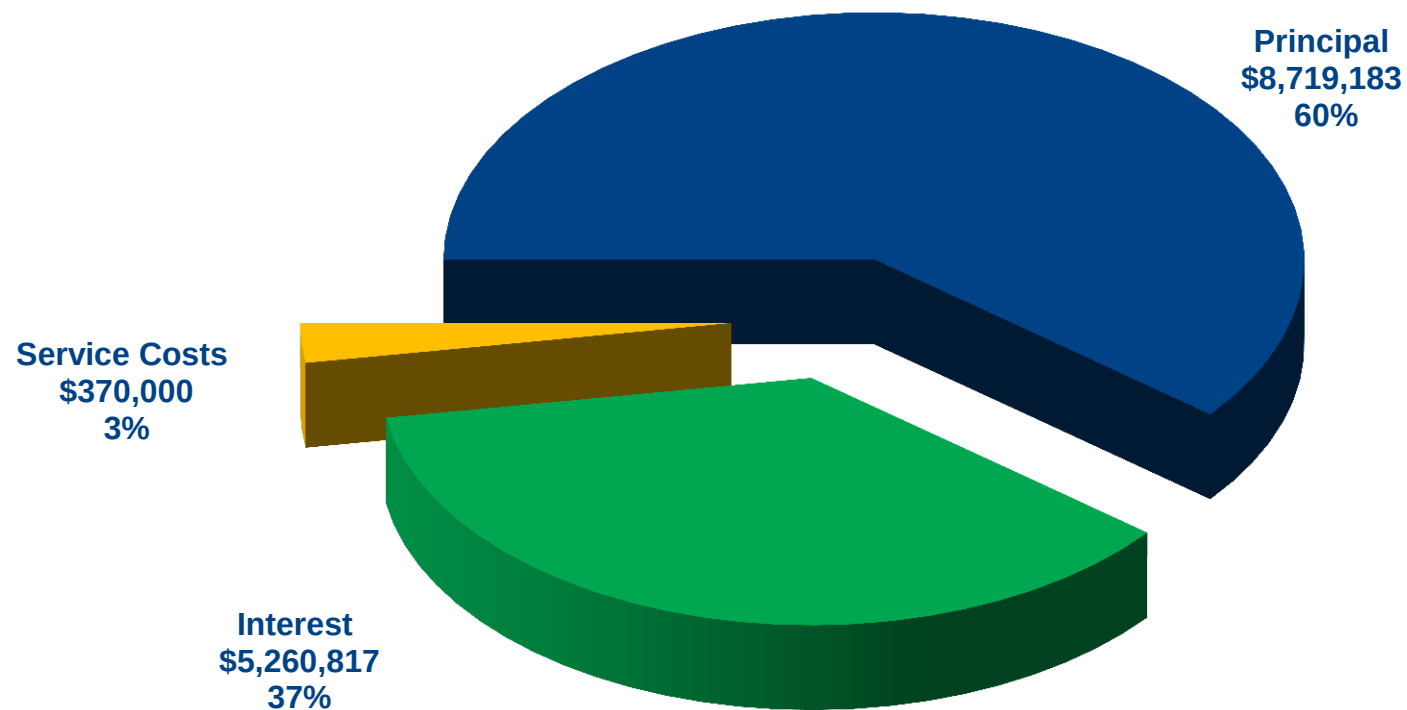


|                                                                                                              |
|--------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>FY 17 APPROVED WATER &amp; SEWER DEBT SERVICE FUND<br/>APPROPRIATIONS BREAKDOWN</b></p> |
|--------------------------------------------------------------------------------------------------------------|

|                  |            |                  |                      |            |                  |
|------------------|------------|------------------|----------------------|------------|------------------|
| <b>PRINCIPAL</b> | <b>60%</b> | <b>8,719,183</b> | <b>INTEREST</b>      | <b>37%</b> | <b>5,260,817</b> |
|                  |            |                  | <b>SERVICE COSTS</b> | <b>3%</b>  | <b>370,000</b>   |

|                                                                        |                          |
|------------------------------------------------------------------------|--------------------------|
| <p><b>TOTAL WATER &amp; SEWER FUND DEBT SERVICE APPROPRIATIONS</b></p> | <p><b>14,350,000</b></p> |
|------------------------------------------------------------------------|--------------------------|

**WATER & SEWER DEBT SERVICE  
APPROPRIATIONS  
Fiscal Year 2016 - 2017  
TOTAL APPROVED BUDGET \$14,350,000**



## WATER & SERVICE DEBT SERVICE FUND

### **ORIGIN/PURPOSE:**

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

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

### **SYSTEM CAPITAL CHARGES** - which include:

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

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

**Development Charges** - System development charges were established by Harford County Code Chapter 256, Article V, Section 45.4, Water/Sewer mains must be deemed operational by the Department of Public Works, and development charges must be paid, before the issuance of a plumbing permit for connection. These fees are based on each EDU, which increase by 6% each July 1st. For FY 17 the water system fee is \$3,522 and the sewer system fee is \$7,278.

### **ASSESSMENTS** - are comprised of:

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

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

## **WATER & SERVICE DEBT SERVICE FUND**

### **RECORDATION TAX RECEIPTS**

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

### **BIOLOGICAL NUTRIENT REMOVAL FEE**

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

### **SANITATION PERMIT**

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

### **CAPITAL SURCHARGES**

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

### **INVESTMENT INCOME**

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

### **INTEREST AND PENALTIES**

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

# WATER & SERVICE DEBT SERVICE FUND

## ALL FUND SUMMARY:

|                                     |                      | AUDITED<br>FY 14  | AUDITED<br>FY 15  | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17  |
|-------------------------------------|----------------------|-------------------|-------------------|-----------------------------|--------------------------------|-------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                      |                   |                   |                             |                                |                   |
| 20                                  | CONTRACTUAL SERVICES | 62,135            | 62,893            | 70,000                      | 70,000                         | 70,000            |
| 60                                  | DEBT SERVICE         | 14,096,288        | 13,616,975        | 13,776,891                  | 14,280,000                     | 14,280,000        |
|                                     | <b>GRAND TOTAL</b>   | <b>14,158,423</b> | <b>13,679,868</b> | <b>13,846,891</b>           | <b>14,350,000</b>              | <b>14,350,000</b> |

## **SUMMARY BY DEPARTMENT:**

|    |                    |                   |                   |                   |                   |                   |
|----|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 66 | DEBT SERVICE       | 14,158,423        | 13,679,868        | 13,846,891        | 14,350,000        | 14,350,000        |
|    | <b>GRAND TOTAL</b> | <b>14,158,423</b> | <b>13,679,868</b> | <b>13,846,891</b> | <b>14,350,000</b> | <b>14,350,000</b> |

## **SUMMARY BY REVENUE SOURCE:**

|                         |                   |                   |                   |                   |                   |
|-------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| RECORDATION TAX         | 1,767,810         | 2,174,467         | 0                 | 0                 | 0                 |
| CAPITAL ASSESSMENTS     | 5,202,037         | 5,122,725         | 5,217,000         | 4,964,900         | 4,964,900         |
| CAPITAL CONNECTIONS     | 2,268,836         | 2,905,181         | 2,262,400         | 3,005,100         | 3,005,100         |
| DEVELOPMENT CHARGES     | 4,896,868         | 9,027,108         | 5,514,850         | 5,596,400         | 5,596,400         |
| INVESTMENT INCOME       | 6,000             | 3,527             | 6,000             | 6,000             | 6,000             |
| UNRESTRICTED NET ASSETS | 848,859           | 0                 | 81,941            | 0                 | 0                 |
| MISCELLANEOUS           | 0                 | 839,405           | 764,700           | 777,600           | 777,600           |
| <b>GRAND TOTAL</b>      | <b>14,990,410</b> | <b>20,072,413</b> | <b>13,846,891</b> | <b>14,350,000</b> | <b>14,350,000</b> |



## WATER & SERVICE DEBT SERVICE FUND

### FINANCIAL NOTES:

|                       |            |
|-----------------------|------------|
| FY 17 Approved Budget | 14,350,000 |
| FY 16 Approved Budget | 13,846,891 |
| \$ increase           | 503,109    |
| % increase            | 4%         |

| FY 16     | FY 17     | CHANGE    | EXPLANATION OF INCREASE/DECREASE - REVENUES                                                                                                                                                                                         |
|-----------|-----------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5,217,000 | 4,964,900 | (252,100) | <u>CAPITAL ASSESSMENTS:</u><br>The decrease in capital assessments reflects a slight decrease in new petition projects and connections in the form of user benefit assessments                                                      |
| 2,262,400 | 3,005,100 | 742,700   | <u>CAPITAL CONNECTIONS:</u><br>FY 17 budget reflects estimated collections during FY 16                                                                                                                                             |
| 5,514,850 | 5,596,400 | 81,550    | <u>DEVELOPMENT CHARGES:</u><br>Projected to reflect a slight increase in connection activity.<br>FY 17 is based on FY 16 estimated receipts.                                                                                        |
| 6,000     | 6,000     | 0         | <u>INVESTMENT INCOME:</u><br>Investment income revenue is estimated to remain at the same level for FY 17                                                                                                                           |
| 764,700   | 777,600   | 12,900    | <u>MISCELLANEOUS:</u><br>FY 17 projection is based on actual receipt history for capital surcharges, Build America bond interest, and interest on unpaid area connection charges, benefit assessments, and user benefit assessments |

# **WATER & SERVICE DEBT SERVICE FUND**

## **FINANCIAL NOTES:**

| <b>FY 16</b>                | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE - EXPENDITURES</b>                                                                                                                                                                                                                                                                                                                                                                                                                                             |  |              |              |               |                |       |       |   |                     |        |        |   |                             |       |       |   |                  |         |         |   |        |         |         |   |
|-----------------------------|--------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--------------|--------------|---------------|----------------|-------|-------|---|---------------------|--------|--------|---|-----------------------------|-------|-------|---|------------------|---------|---------|---|--------|---------|---------|---|
|                             |              |               | <u>DEBT SERVICE:</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |  |              |              |               |                |       |       |   |                     |        |        |   |                             |       |       |   |                  |         |         |   |        |         |         |   |
| 8,387,285                   | 8,719,183    | 331,898       | Principal Payments - are adjusted to the amounts due on outstanding debt                                                                                                                                                                                                                                                                                                                                                                                                                           |  |              |              |               |                |       |       |   |                     |        |        |   |                             |       |       |   |                  |         |         |   |        |         |         |   |
| 5,089,606                   | 5,260,817    | 171,211       | Interest Payments - are adjusted to the amounts due on outstanding debt                                                                                                                                                                                                                                                                                                                                                                                                                            |  |              |              |               |                |       |       |   |                     |        |        |   |                             |       |       |   |                  |         |         |   |        |         |         |   |
| 370,000                     | 370,000      | 0             | Service Costs:                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |              |              |               |                |       |       |   |                     |        |        |   |                             |       |       |   |                  |         |         |   |        |         |         |   |
|                             |              |               | <table> <tr> <th></th><th><b>FY 16</b></th><th><b>FY 17</b></th><th><b>Change</b></th></tr> <tr> <td>Legal Services</td><td>6,000</td><td>6,000</td><td>0</td></tr> <tr> <td>Management Services</td><td>60,000</td><td>60,000</td><td>0</td></tr> <tr> <td>Other Professional Services</td><td>4,000</td><td>4,000</td><td>0</td></tr> <tr> <td>Cost of Issuance</td><td>300,000</td><td>300,000</td><td>0</td></tr> <tr> <td>Totals</td><td>370,000</td><td>370,000</td><td>0</td></tr> </table> |  | <b>FY 16</b> | <b>FY 17</b> | <b>Change</b> | Legal Services | 6,000 | 6,000 | 0 | Management Services | 60,000 | 60,000 | 0 | Other Professional Services | 4,000 | 4,000 | 0 | Cost of Issuance | 300,000 | 300,000 | 0 | Totals | 370,000 | 370,000 | 0 |
|                             | <b>FY 16</b> | <b>FY 17</b>  | <b>Change</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |  |              |              |               |                |       |       |   |                     |        |        |   |                             |       |       |   |                  |         |         |   |        |         |         |   |
| Legal Services              | 6,000        | 6,000         | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |              |              |               |                |       |       |   |                     |        |        |   |                             |       |       |   |                  |         |         |   |        |         |         |   |
| Management Services         | 60,000       | 60,000        | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |              |              |               |                |       |       |   |                     |        |        |   |                             |       |       |   |                  |         |         |   |        |         |         |   |
| Other Professional Services | 4,000        | 4,000         | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |              |              |               |                |       |       |   |                     |        |        |   |                             |       |       |   |                  |         |         |   |        |         |         |   |
| Cost of Issuance            | 300,000      | 300,000       | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |              |              |               |                |       |       |   |                     |        |        |   |                             |       |       |   |                  |         |         |   |        |         |         |   |
| Totals                      | 370,000      | 370,000       | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |              |              |               |                |       |       |   |                     |        |        |   |                             |       |       |   |                  |         |         |   |        |         |         |   |

# **PARKS & RECREATION SPECIAL REVENUE**

**FY 17 APPROVED PARKS & RECREATION SPECIAL REVENUE  
REVENUE BREAKDOWN**

|                        |            |                |                       |            |                |
|------------------------|------------|----------------|-----------------------|------------|----------------|
| <b>SERVICE CHARGES</b> | <b>89%</b> | <b>869,450</b> | <b>MISCELLANEOUS:</b> | <b>11%</b> | <b>104,550</b> |
|                        |            |                | Fund Balance          |            | 103,050        |
|                        |            |                | Investment Income     |            | 1,500          |

|                                                                |                |
|----------------------------------------------------------------|----------------|
| <b>TOTAL PARKS &amp; RECREATION SPECIAL REVENUE - REVENUES</b> | <b>974,000</b> |
|----------------------------------------------------------------|----------------|

**PARKS & RECREATION  
SPECIAL REVENUES  
Fiscal Year 2016 - 2017  
TOTAL APPROVED BUDGET \$974,000**



|                                                                                                  |
|--------------------------------------------------------------------------------------------------|
| <p><b>FY 17 APPROVED PARKS &amp; RECREATION SPECIAL REVENUE<br/>APPROPRIATIONS BREAKDOWN</b></p> |
|--------------------------------------------------------------------------------------------------|

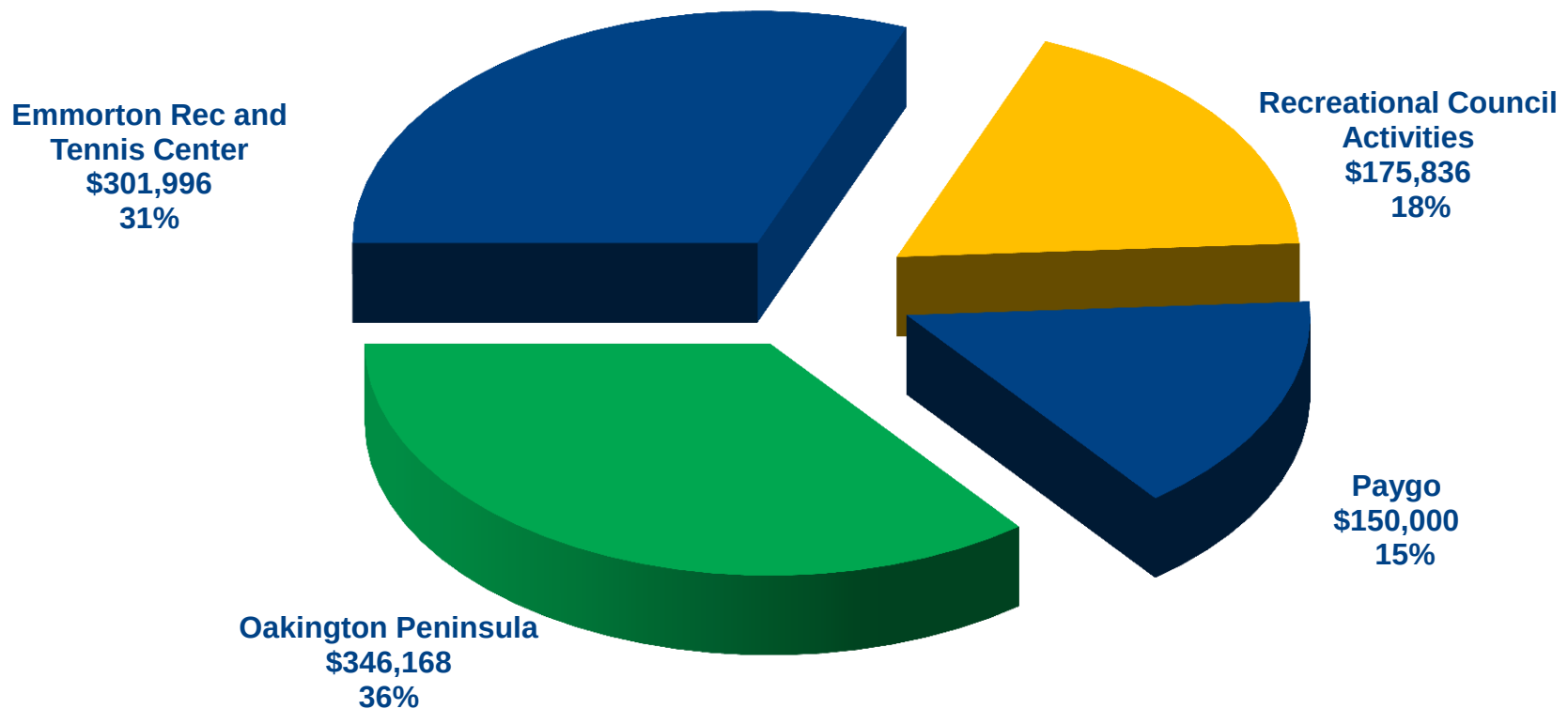
|                                          |     |         |                     |     |         |
|------------------------------------------|-----|---------|---------------------|-----|---------|
| EMMORTON RECREATION<br>AND TENNIS CENTER | 31% | 301,996 | OAKINGTON PENINSULA | 36% | 346,168 |
| RECREATIONAL COUNCIL<br>ACTIVITIES       | 18% | 175,836 | PAYGO               | 15% | 150,000 |

|                                                                                        |
|----------------------------------------------------------------------------------------|
| <p><b>TOTAL PARKS &amp; RECREATION SPECIAL REVENUE APPROPRIATIONS      974,000</b></p> |
|----------------------------------------------------------------------------------------|

# PARKS & RECREATION SPECIAL REVENUE APPROPRIATIONS

Fiscal Year 2016 - 201

TOTAL APPROVED BUDGET \$974,000



## PARKS AND RECREATION SPECIAL REVENUE FUND

### ORIGIN/PURPOSE:

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

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

- o Emmorton Recreation and Tennis Center:

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

- o Oakington Peninsula:

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

- o Recreational Council Activities:

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



**PARKS AND RECREATION SPECIAL REVENUE FUND**

**FUND SUMMARY:**

|                                          |                            | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|------------------------------------------|----------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b>      |                            |                          |                          |                                      |                                         |                          |
| 10                                       | PERSONAL SERVICES          | 402,855                  | 387,532                  | 399,553                              | 364,424                                 | 364,424                  |
| 20                                       | CONTRACTUAL SERVICES       | 323,216                  | 304,532                  | 348,170                              | 336,252                                 | 336,252                  |
| 30                                       | SUPPLIES & MATERIALS       | 52,278                   | 43,927                   | 56,165                               | 56,162                                  | 56,162                   |
| 40                                       | BUSINESS & TRAVEL          | 4,241                    | 5,328                    | 4,165                                | 4,165                                   | 4,165                    |
| 50                                       | CAPITAL OUTLAY             | 10,026                   | 32,067                   | 3,000                                | 3,000                                   | 3,000                    |
| 70                                       | MISCELLANEOUS              | 3,142                    | 209,328                  | 193,360                              | 209,997                                 | 209,997                  |
|                                          | <b>GRAND TOTAL</b>         | <b>795,758</b>           | <b>982,714</b>           | <b>1,004,413</b>                     | <b>974,000</b>                          | <b>974,000</b>           |
| <b><u>SUMMARY BY DEPARTMENT:</u></b>     |                            |                          |                          |                                      |                                         |                          |
| 59                                       | PARKS AND RECREATION       | 795,758                  | 832,714                  | 874,413                              | 824,000                                 | 824,000                  |
| 70                                       | MISCELLANEOUS              | 0                        | 150,000                  | 130,000                              | 150,000                                 | 150,000                  |
|                                          | <b>GRAND TOTAL</b>         | <b>795,758</b>           | <b>982,714</b>           | <b>1,004,413</b>                     | <b>974,000</b>                          | <b>974,000</b>           |
| <b><u>SUMMARY BY REVENUE SOURCE:</u></b> |                            |                          |                          |                                      |                                         |                          |
|                                          | MISCELLANEOUS REVENUES     | 1,386                    | 446                      | 0                                    | 450                                     | 450                      |
|                                          | INVESTMENT INCOME          | 1,251                    | 1,307                    | 500                                  | 1,500                                   | 1,500                    |
|                                          | FUND BALANCE APPROPRIATION | 0                        | 0                        | 134,913                              | 103,050                                 | 103,050                  |
|                                          | SERVICE CHARGES            | 858,795                  | 784,640                  | 869,000                              | 869,000                                 | 869,000                  |
|                                          | <b>GRAND TOTAL</b>         | <b>861,432</b>           | <b>786,393</b>           | <b>1,004,413</b>                     | <b>974,000</b>                          | <b>974,000</b>           |

# **PARKS AND RECREATION SPECIAL REVENUE FUND**

## **FINANCIAL NOTES:**

FY 17 Approved Budget 974,000

FY 16 Approved Budget 1,004,413

\$ decrease (30,413)

% decrease (3.03%)

| FY 16                               | FY 17          | CHANGE         | EXPLANATION OF INCREASE/DECREASE - REVENUES                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |  |       |       |        |                     |       |       |   |                              |         |         |   |                     |         |         |   |                          |        |        |   |                                     |         |         |   |  |                |                |          |
|-------------------------------------|----------------|----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------|-------|--------|---------------------|-------|-------|---|------------------------------|---------|---------|---|---------------------|---------|---------|---|--------------------------|--------|--------|---|-------------------------------------|---------|---------|---|--|----------------|----------------|----------|
| 869,000                             | 869,000        | 0              | <p><u>SERVICE CHARGES</u></p> <p>Account for receipts from various facilities and equipment. For example, the skateboard park, the Showmobile stage rentals, Emmorton Recreation and Tennis Center fees and Swan Harbor facility rental. FY 17 estimated revenues adjusted based on actual receipt history:</p> <table> <tr> <th></th><th>FY 16</th><th>FY 17</th><th>Change</th></tr> <tr> <td>Skateboard Facility</td><td>4,000</td><td>4,000</td><td>0</td></tr> <tr> <td>Emmorton Rec &amp; Tennis Center</td><td>260,000</td><td>260,000</td><td>0</td></tr> <tr> <td>Oakington Peninsula</td><td>375,000</td><td>375,000</td><td>0</td></tr> <tr> <td>Showmobile/Stage Rentals</td><td>10,000</td><td>10,000</td><td>0</td></tr> <tr> <td>Recreation Councils/Spec Activities</td><td>220,000</td><td>220,000</td><td>0</td></tr> <tr> <td></td><td><u>869,000</u></td><td><u>869,000</u></td><td><u>0</u></td></tr> </table> |  | FY 16 | FY 17 | Change | Skateboard Facility | 4,000 | 4,000 | 0 | Emmorton Rec & Tennis Center | 260,000 | 260,000 | 0 | Oakington Peninsula | 375,000 | 375,000 | 0 | Showmobile/Stage Rentals | 10,000 | 10,000 | 0 | Recreation Councils/Spec Activities | 220,000 | 220,000 | 0 |  | <u>869,000</u> | <u>869,000</u> | <u>0</u> |
|                                     | FY 16          | FY 17          | Change                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |  |       |       |        |                     |       |       |   |                              |         |         |   |                     |         |         |   |                          |        |        |   |                                     |         |         |   |  |                |                |          |
| Skateboard Facility                 | 4,000          | 4,000          | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |       |       |        |                     |       |       |   |                              |         |         |   |                     |         |         |   |                          |        |        |   |                                     |         |         |   |  |                |                |          |
| Emmorton Rec & Tennis Center        | 260,000        | 260,000        | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |       |       |        |                     |       |       |   |                              |         |         |   |                     |         |         |   |                          |        |        |   |                                     |         |         |   |  |                |                |          |
| Oakington Peninsula                 | 375,000        | 375,000        | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |       |       |        |                     |       |       |   |                              |         |         |   |                     |         |         |   |                          |        |        |   |                                     |         |         |   |  |                |                |          |
| Showmobile/Stage Rentals            | 10,000         | 10,000         | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |       |       |        |                     |       |       |   |                              |         |         |   |                     |         |         |   |                          |        |        |   |                                     |         |         |   |  |                |                |          |
| Recreation Councils/Spec Activities | 220,000        | 220,000        | 0                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |       |       |        |                     |       |       |   |                              |         |         |   |                     |         |         |   |                          |        |        |   |                                     |         |         |   |  |                |                |          |
|                                     | <u>869,000</u> | <u>869,000</u> | <u>0</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |  |       |       |        |                     |       |       |   |                              |         |         |   |                     |         |         |   |                          |        |        |   |                                     |         |         |   |  |                |                |          |
| 500                                 | 1,500          | 1,000          | <p><u>INVESTMENT REVENUES</u></p> <p>Revenues are estimated to grow very slightly for FY 17</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |  |       |       |        |                     |       |       |   |                              |         |         |   |                     |         |         |   |                          |        |        |   |                                     |         |         |   |  |                |                |          |
| 134,913                             | 103,050        | (31,863)       | <p><u>FUND BALANCE APPROPRIATED</u></p> <p>This revenue source is appropriated into the next fiscal year's budget, and treated as one-time funding for that fiscal year. FY 17 funds will continue to be used to support a capital project for Swan Harbor Farm improvements.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |  |       |       |        |                     |       |       |   |                              |         |         |   |                     |         |         |   |                          |        |        |   |                                     |         |         |   |  |                |                |          |

|                                                                        |
|------------------------------------------------------------------------|
| <p align="center"><b>PARKS AND RECREATION SPECIAL REVENUE FUND</b></p> |
|------------------------------------------------------------------------|

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE - EXPENDITURES</b>                                                                                                                                                                                                                                            |
|--------------|--------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 399,553      | 364,424      | (35,129)      | <u>PERSONAL SERVICES</u><br>Net decrease is the result of allocation of 50% of a position to another Parks & Recreation division due to work assignments, pension adjustments and health benefit costs offset slightly by merit salary increase for eligible employees, and workers' compensation |
| 348,170      | 336,252      | (11,918)      | <u>CONTRACTUAL SERVICES</u><br>Net decrease is the result of reductions to building/custodial services, facility and repair costs based on actual expense history                                                                                                                                 |
| 3,000        | 3,000        | 0             | <u>CAPITAL OUTLAY</u><br>Although funding level remains the same, still provides for replacement chairs and tables at Swan Harbor as needed.                                                                                                                                                      |
| 193,360      | 209,997      | 16,637        | <u>MISCELLANEOUS</u><br>Pro Rata Shares for support of General Fund administrative services in the amount of \$59,997 and Paygo funding in the amount of \$150,000 in support of the Swan Harbor Farm Improvements capital project.                                                               |



**Eden Mill**

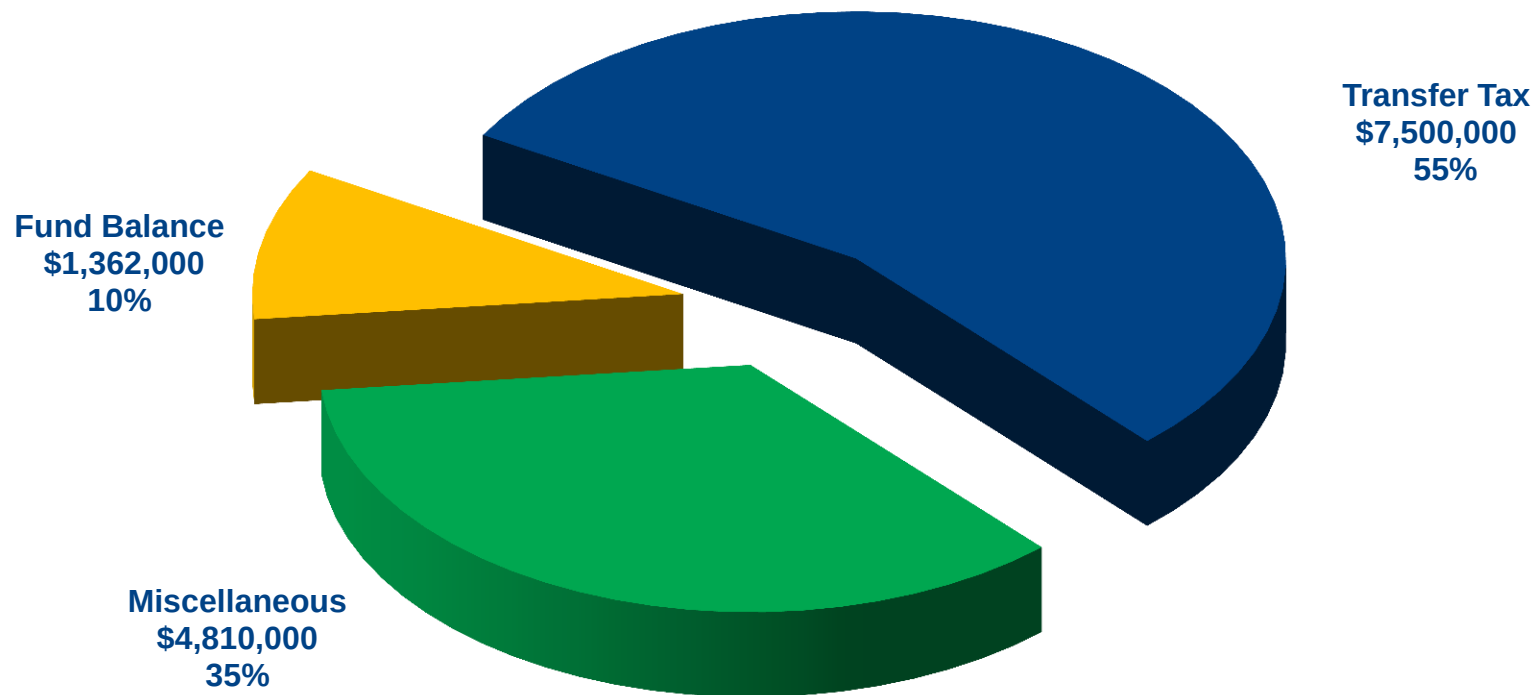
# **COUNTY - AG PRESERVATION**

|                                                                             |
|-----------------------------------------------------------------------------|
| <p><b>FY 17 APPROVED COUNTY - AG PRESERVATION<br/>REVENUE BREAKDOWN</b></p> |
|-----------------------------------------------------------------------------|

|                     |            |                  |                             |            |                  |
|---------------------|------------|------------------|-----------------------------|------------|------------------|
| <b>TRANSFER TAX</b> | <b>55%</b> | <b>7,500,000</b> | <b>MISCELLANEOUS:</b>       | <b>35%</b> | <b>4,810,000</b> |
|                     |            |                  | Investment Income           |            | 4,800,000        |
|                     |            |                  | Proceeds from Lot Exclusion |            | 10,000           |
| <b>FUND BALANCE</b> | <b>10%</b> | <b>1,362,000</b> |                             |            |                  |

|                                                       |                   |
|-------------------------------------------------------|-------------------|
| <p><b>TOTAL COUNTY - AG PRESERVATION REVENUES</b></p> | <b>13,672,000</b> |
|-------------------------------------------------------|-------------------|

**COUNTY - AG PRESERVATION  
REVENUES**  
**Fiscal Year 2016 - 2017**  
**TOTAL APPROVED BUDGET \$13,672,000**



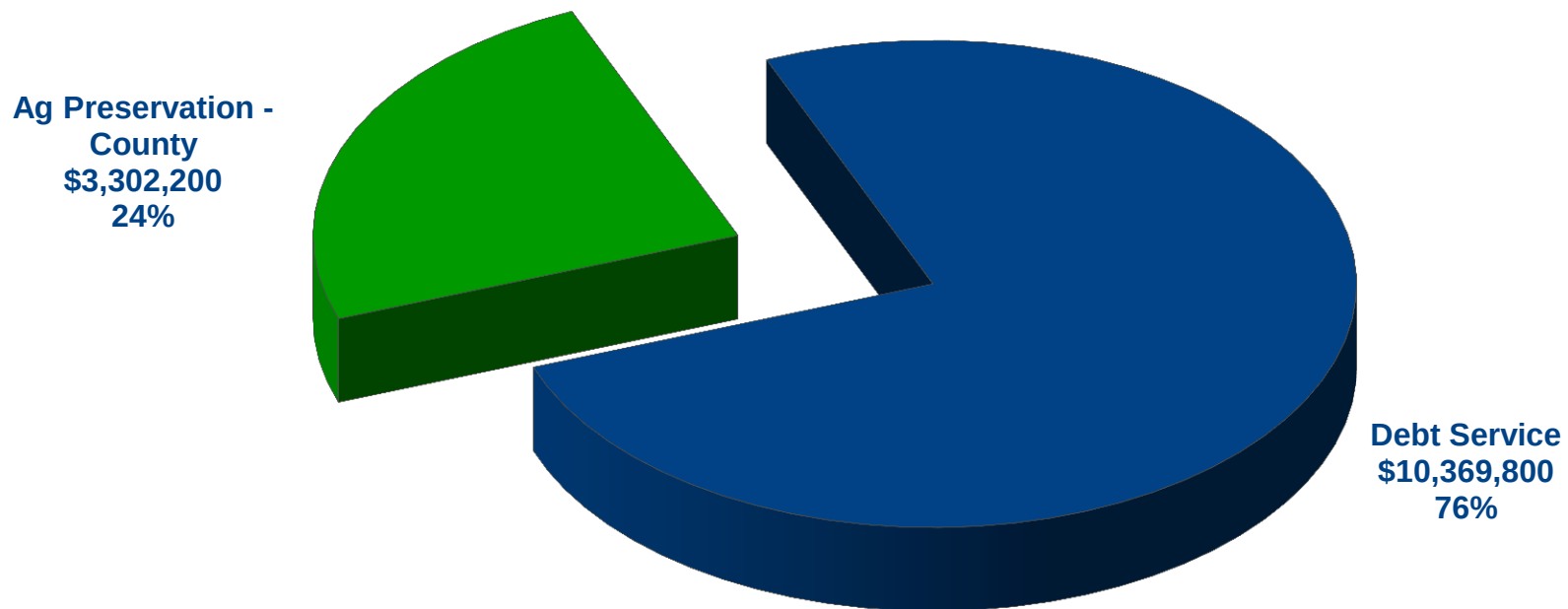
**FY 17 APPROVED COUNTY - AG PRESERVATION  
APPROPRIATIONS BREAKDOWN**

|                                     |            |                  |                     |            |                   |
|-------------------------------------|------------|------------------|---------------------|------------|-------------------|
| <b>AG PRESERVATION -<br/>COUNTY</b> | <b>24%</b> | <b>3,302,200</b> | <b>DEBT SERVICE</b> | <b>76%</b> | <b>10,369,800</b> |
|-------------------------------------|------------|------------------|---------------------|------------|-------------------|

|                                                      |                   |
|------------------------------------------------------|-------------------|
| <b>TOTAL COUNTY - AG PRESERVATION APPROPRIATIONS</b> | <b>13,672,000</b> |
|------------------------------------------------------|-------------------|



**COUNTY - AG PRESERVATION  
APPROPRIATIONS  
Fiscal Year 2016 - 2017  
TOTAL APPROVED BUDGET \$13,672,000**



## AGRICULTURAL PRESERVATION - COUNTY

### **ORIGIN/PURPOSE:**

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

50% to the County's Agricultural Land Preservation Program

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

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

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

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

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

# AGRICULTURAL PRESERVATION - COUNTY

## FUND SUMMARY:

|                                          |                            | AUDITED<br>FY 14 | AUDITED<br>FY 15  | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17  |
|------------------------------------------|----------------------------|------------------|-------------------|-----------------------------|--------------------------------|-------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b>      |                            |                  |                   |                             |                                |                   |
| 10                                       | PERSONAL SERVICES          | 81,318           | 69,530            | 0                           | 0                              | 0                 |
| 20                                       | CONTRACTUAL SERVICES       | 17,733           | 37,633            | 30,000                      | 40,000                         | 40,000            |
| 30                                       | SUPPLIES & MATERIALS       | 305              | 993               | 400                         | 1,000                          | 1,000             |
| 40                                       | BUSINESS & TRAVEL          | 576              | 276               | 1,500                       | 1,200                          | 1,200             |
| 50                                       | CAPITAL OUTLAY             | 0                | 3,163,236         | 2,995,650                   | 3,000,000                      | 3,000,000         |
| 60                                       | DEBT SERVICE               | 5,229,448        | 5,828,759         | 10,083,921                  | 10,329,800                     | 10,329,800        |
| 70                                       | MISCELLANEOUS              | 65,237           | 0                 | 300,000                     | 300,000                        | 300,000           |
|                                          | <b>GRAND TOTAL</b>         | <b>5,394,617</b> | <b>9,100,427</b>  | <b>13,411,471</b>           | <b>13,672,000</b>              | <b>13,672,000</b> |
| <b><u>SUMMARY BY DEPARTMENT:</u></b>     |                            |                  |                   |                             |                                |                   |
| 06                                       | PLANNING AND ZONING        | 147,436          | 3,235,235         | 3,297,550                   | 3,302,200                      | 3,302,200         |
| 66                                       | DEBT SERVICE               | 5,247,181        | 5,865,192         | 10,113,921                  | 10,369,800                     | 10,369,800        |
|                                          | <b>GRAND TOTAL</b>         | <b>5,394,617</b> | <b>9,100,427</b>  | <b>13,411,471</b>           | <b>13,672,000</b>              | <b>13,672,000</b> |
| <b><u>SUMMARY BY REVENUE SOURCE:</u></b> |                            |                  |                   |                             |                                |                   |
|                                          | TRANSFER TAX               | 5,823,127        | 7,455,832         | 6,400,000                   | 7,500,000                      | 7,500,000         |
|                                          | FUND BALANCE APPROPRIATION | 0                | 0                 | 2,108,171                   | 1,362,000                      | 1,362,000         |
|                                          | INVESTMENT INCOME          | 1,109,635        | 1,305,683         | 4,894,000                   | 4,800,000                      | 4,800,000         |
|                                          | MISCELLANEOUS REVENUES     | 0                | 3,097,591         | 9,000                       | 10,000                         | 10,000            |
|                                          | <b>GRAND TOTAL</b>         | <b>6,932,762</b> | <b>11,859,106</b> | <b>13,411,171</b>           | <b>13,672,000</b>              | <b>13,672,000</b> |

## AGRICULTURAL PRESERVATION - COUNTY

### FINANCIAL NOTES:

|                       |            |
|-----------------------|------------|
| FY 17 Approved Budget | 13,672,000 |
| FY 16 Approved Budget | 13,411,171 |
| \$ increase           | 260,829    |
| % increase            | 1.94%      |

| FY 16     | FY 17     | CHANGE    | EXPLANATION OF INCREASE/DECREASE - REVENUES                                                                                                                                                                                                                                                                          |
|-----------|-----------|-----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6,400,000 | 7,500,000 | 1,100,000 | <u>TRANSFER TAX</u><br>Transfer Tax is based on prior year actual collections and projected collections for current year.                                                                                                                                                                                            |
| 4,894,000 | 4,800,000 | (94,000)  | <u>INVESTMENT INCOME</u><br>Interest income on investments purchased for agricultural preservation is projected to be slightly lower in FY 17                                                                                                                                                                        |
| 9,000     | 10,000    | 1,000     | <u>MISCELLANEOUS REVENUES</u><br>Slight increase in proceeds from installment loans for easement purchase is projected                                                                                                                                                                                               |
| 2,108,171 | 1,362,000 | (746,171) | <u>FUND BALANCE APPROPRIATED</u><br>Excess unappropriated fund balance at the end of the year is appropriated into the next fiscal year's budget, and treated as one-time funding for that fiscal year. The amount of unappropriated fund balance made available for FY 17 is less than was made available in FY 16. |

|                                           |
|-------------------------------------------|
| <b>AGRICULTURAL PRESERVATION - COUNTY</b> |
|-------------------------------------------|

| FY 16      | FY 17      | CHANGE  | EXPLANATION OF INCREASE/DECREASE - EXPENDITURES                                                                                                  |
|------------|------------|---------|--------------------------------------------------------------------------------------------------------------------------------------------------|
| 30,000     | 40,000     | 10,000  | <u>CONTRACTUAL SERVICES</u><br>Legal Services increased based on actual expense history                                                          |
| 400        | 1,000      | 600     | <u>SUPPLIES &amp; MATERIALS</u><br>Delivery Costs increased based on actual expense history                                                      |
| 1,500      | 1,200      | (300)   | <u>BUSINESS &amp; TRAVEL</u><br>Mileage, parking/tolls, meals, training seminars, and meeting expenses decreased based on actual expense history |
| 2,995,650  | 3,000,000  | 4,350   | <u>CAPITAL OUTLAY</u><br>Increase for expected easement purchases for FY 17                                                                      |
| 10,083,921 | 10,329,800 | 245,879 | <u>DEBT SERVICE</u><br>Debt service increase is the result of additional strip treasuries maturing in FY 17                                      |
| 300,000    | 300,000    | 0       | <u>MISCELLANEOUS</u><br>Estimated purchase of land under the State Program; flatlined for FY 17.                                                 |

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# **STATE - AG PRESERVATION**

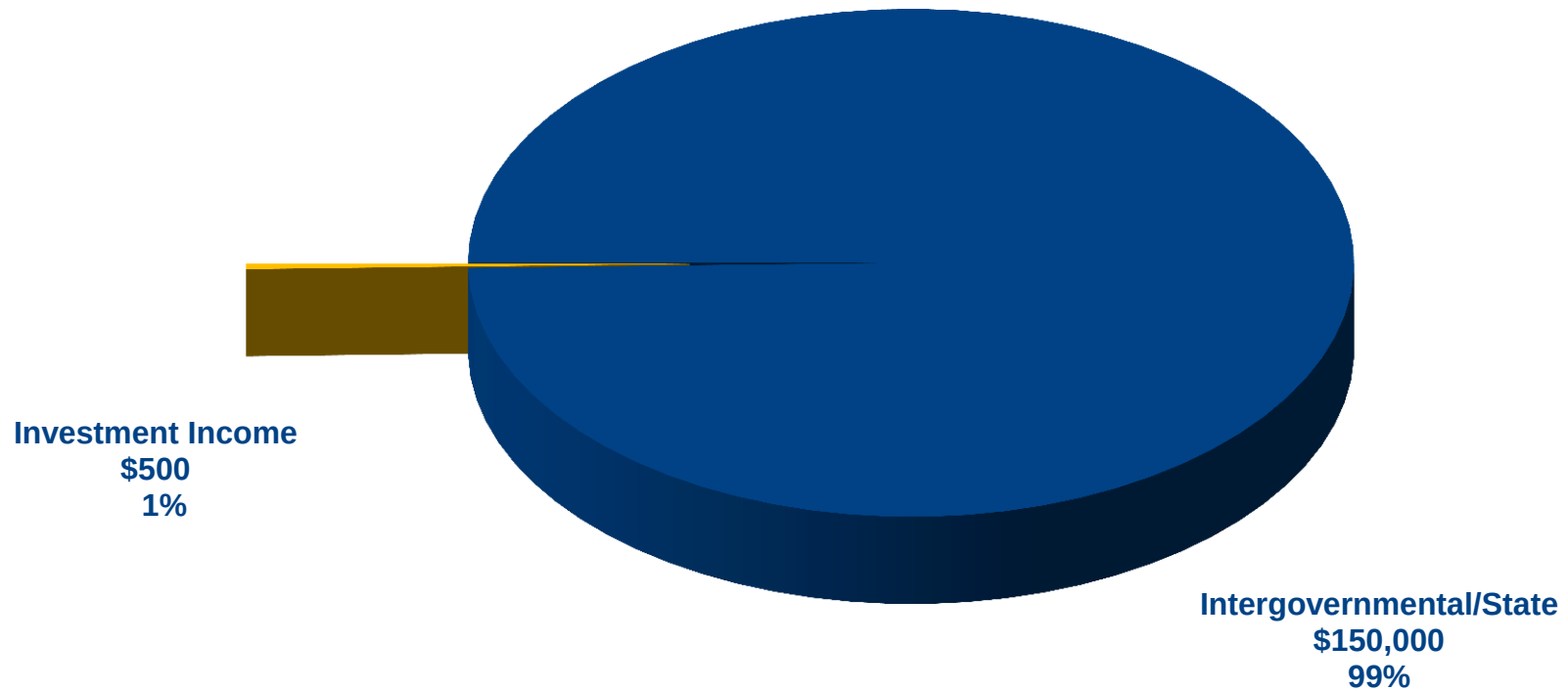
|                                                                            |
|----------------------------------------------------------------------------|
| <p><b>FY 17 APPROVED STATE - AG PRESERVATION<br/>REVENUE BREAKDOWN</b></p> |
|----------------------------------------------------------------------------|

|                         |     |         |                   |    |     |
|-------------------------|-----|---------|-------------------|----|-----|
| INTERGOVERNMENTAL/STATE | 99% | 150,000 | INVESTMENT INCOME | 1% | 500 |
|-------------------------|-----|---------|-------------------|----|-----|

|                                                      |                       |
|------------------------------------------------------|-----------------------|
| <p><b>TOTAL STATE - AG PRESERVATION REVENUES</b></p> | <p><b>150,500</b></p> |
|------------------------------------------------------|-----------------------|



**STATE - AG PRESERVATION  
REVENUES**  
Fiscal Year 2016 - 2017  
**TOTAL APPROVED BUDGET \$150,500**

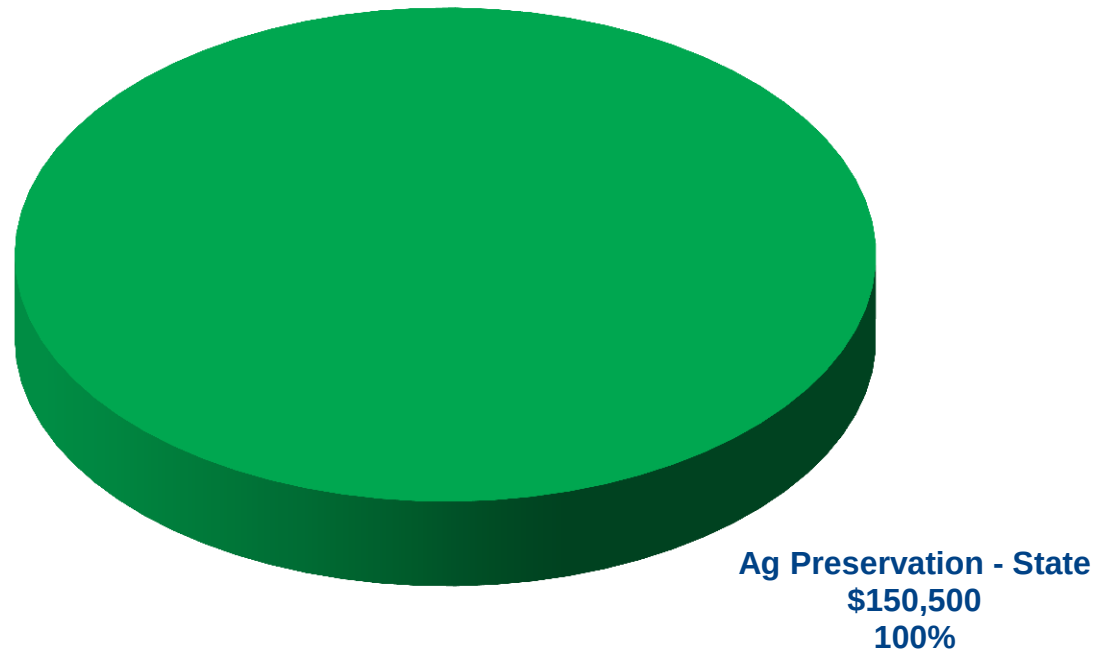


|                                                                                  |
|----------------------------------------------------------------------------------|
| <p><b>FY 17 APPROVED STATE - AG PRESERVATION<br/>APPROPRIATION BREAKDOWN</b></p> |
|----------------------------------------------------------------------------------|

|                                |             |                |
|--------------------------------|-------------|----------------|
| <b>AG PRESERVATION - STATE</b> | <b>100%</b> | <b>150,500</b> |
|--------------------------------|-------------|----------------|

|                                                     |                |
|-----------------------------------------------------|----------------|
| <b>TOTAL STATE - AG PRESERVATION APPROPRIATIONS</b> | <b>150,500</b> |
|-----------------------------------------------------|----------------|

**STATE - AG PRESERVATION  
APPROPRIATIONS  
Fiscal Year 2016 - 2017  
TOTAL APPROVED BUDGET \$150,500**



## AGRICULTURAL PRESERVATION - STATE

### **ORIGIN/PURPOSE:**

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

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

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

# **AGRICULTURAL PRESERVATION - STATE**

## **FUND SUMMARY:**

|                                     |                    | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                    |                          |                          |                                      |                                         |                          |
| 10                                  | PERSONAL SERVICES  | 30,000                   | 30,000                   | 30,000                               | 30,000                                  | 30,000                   |
| 70                                  | MISCELLANEOUS      | 71,452                   | 478,671                  | 52,500                               | 120,500                                 | 120,500                  |
|                                     | <b>GRAND TOTAL</b> | <b>101,452</b>           | <b>508,671</b>           | <b>82,500</b>                        | <b>150,500</b>                          | <b>150,500</b>           |

## **SUMMARY BY DEPARTMENT:**

|    |                     |                |                |               |                |                |
|----|---------------------|----------------|----------------|---------------|----------------|----------------|
| 06 | PLANNING AND ZONING | 101,452        | 508,671        | 82,500        | 150,500        | 150,500        |
|    | <b>GRAND TOTAL</b>  | <b>101,452</b> | <b>508,671</b> | <b>82,500</b> | <b>150,500</b> | <b>150,500</b> |

## **SUMMARY BY REVENUE SOURCE:**

|                      |                |                |               |                |                |
|----------------------|----------------|----------------|---------------|----------------|----------------|
| TRANSFER TAX - STATE | 101,444        | 546,637        | 82,000        | 150,000        | 150,000        |
| INVESTMENT INCOME    | 8              | 337            | 500           | 500            | 500            |
| <b>GRAND TOTAL</b>   | <b>101,452</b> | <b>546,974</b> | <b>82,500</b> | <b>150,500</b> | <b>150,500</b> |

## AGRICULTURAL PRESERVATION - STATE

### FINANCIAL NOTES:

|                       |         |
|-----------------------|---------|
| FY 17 Approved Budget | 150,500 |
| FY 16 Approved Budget | 82,500  |
| \$ increase           | 68,000  |
| % increase            | 82.42%  |

| FY 16  | FY 17   | CHANGE | EXPLANATION OF INCREASE/DECREASE - REVENUES                                                                                                                                                                  |
|--------|---------|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 82,000 | 150,000 | 68,000 | <u>TRANSFER TAX - STATE</u><br>FY 17 budget for Transfer Tax is based on the last three years of actual collections                                                                                          |
| 500    | 500     | 0      | <u>INVESTMENT INCOME</u><br>FY 17 Investment Income is expected to remain low                                                                                                                                |
| FY 16  | FY 17   | CHANGE | EXPLANATION OF INCREASE/DECREASE - EXPENDITURES                                                                                                                                                              |
| 30,000 | 30,000  | 0      | <u>PERSONAL SERVICES</u><br>A salary offset of \$30,000 is available to offset the salary of a Planner III in the Department of Planning & Zoning                                                            |
| 52,500 | 120,500 | 68,000 | <u>MISCELLANEOUS</u><br>Agricultural Land Preservation - increase for match available for easement purchases the Maryland Agricultural Land Preservation Foundation (MALPF) will make on the County's behalf |

# **STORMWATER MANAGEMENT**

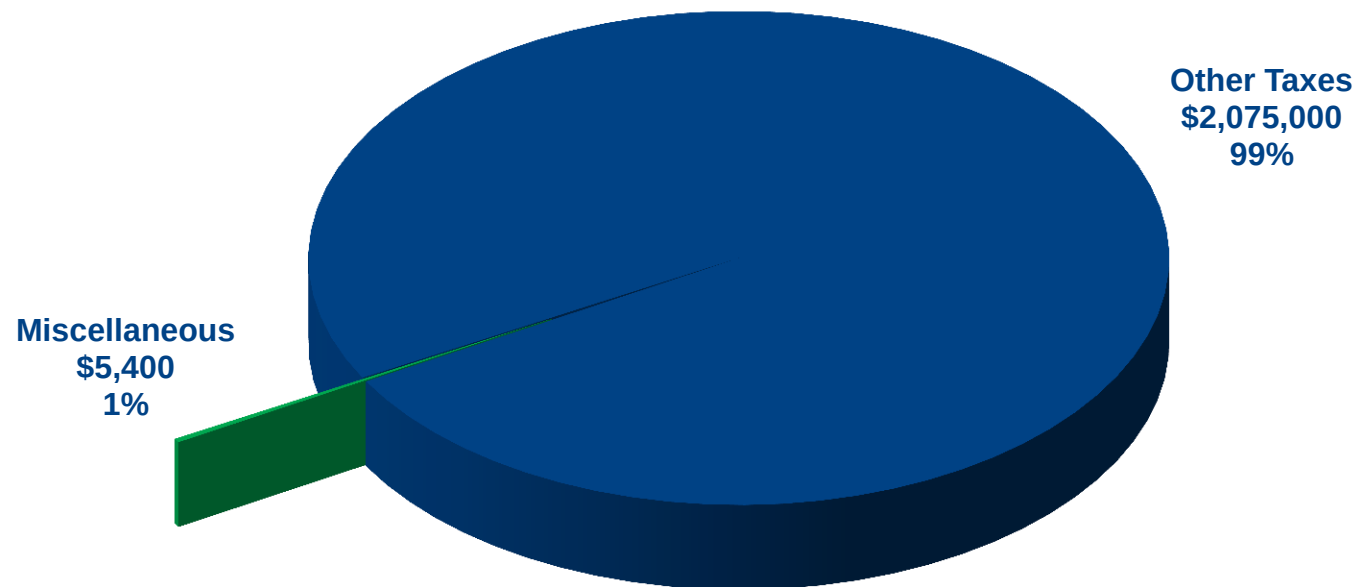
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|----------------------------------------------------------------------------------------------|
| <p align="center"><b>FY 17 APPROVED STORMWATER MANAGEMENT FUND<br/>REVENUE BREAKDOWN</b></p> |
|----------------------------------------------------------------------------------------------|

|                     |            |                  |                                   |           |              |
|---------------------|------------|------------------|-----------------------------------|-----------|--------------|
| <b>OTHER TAXES:</b> | <b>99%</b> | <b>2,075,000</b> | <b>MISCELLANEOUS:</b>             | <b>1%</b> | <b>5,400</b> |
| Recordation Tax     | 2,075,000  |                  | Investment Income                 | 1,400     |              |
|                     |            |                  | Intergovernmental Revenue - Towns | 4,000     |              |

|                                                         |                         |
|---------------------------------------------------------|-------------------------|
| <p><b>TOTAL STORMWATER MANAGEMENT FUND REVENUES</b></p> | <p><b>2,080,400</b></p> |
|---------------------------------------------------------|-------------------------|



**STORMWATER MANAGEMENT FUND  
REVENUES**  
**Fiscal Year 2016 - 2017**  
**TOTAL APPROVED BUDGET \$2,080,400**



|                                                                                                     |
|-----------------------------------------------------------------------------------------------------|
| <p align="center"><b>FY 17 APPROVED STORMWATER MANAGEMENT FUND<br/>APPROPRIATIONS BREAKDOWN</b></p> |
|-----------------------------------------------------------------------------------------------------|

|                                   |            |                  |               |           |                |
|-----------------------------------|------------|------------------|---------------|-----------|----------------|
| <b>DEBT SERVICE:</b>              | <b>5%</b>  | <b>96,500</b>    | <b>PAYGO:</b> | <b>9%</b> | <b>200,000</b> |
| <b>STORMWATER<br/>MANAGEMENT:</b> | <b>86%</b> | <b>1,783,900</b> |               |           |                |

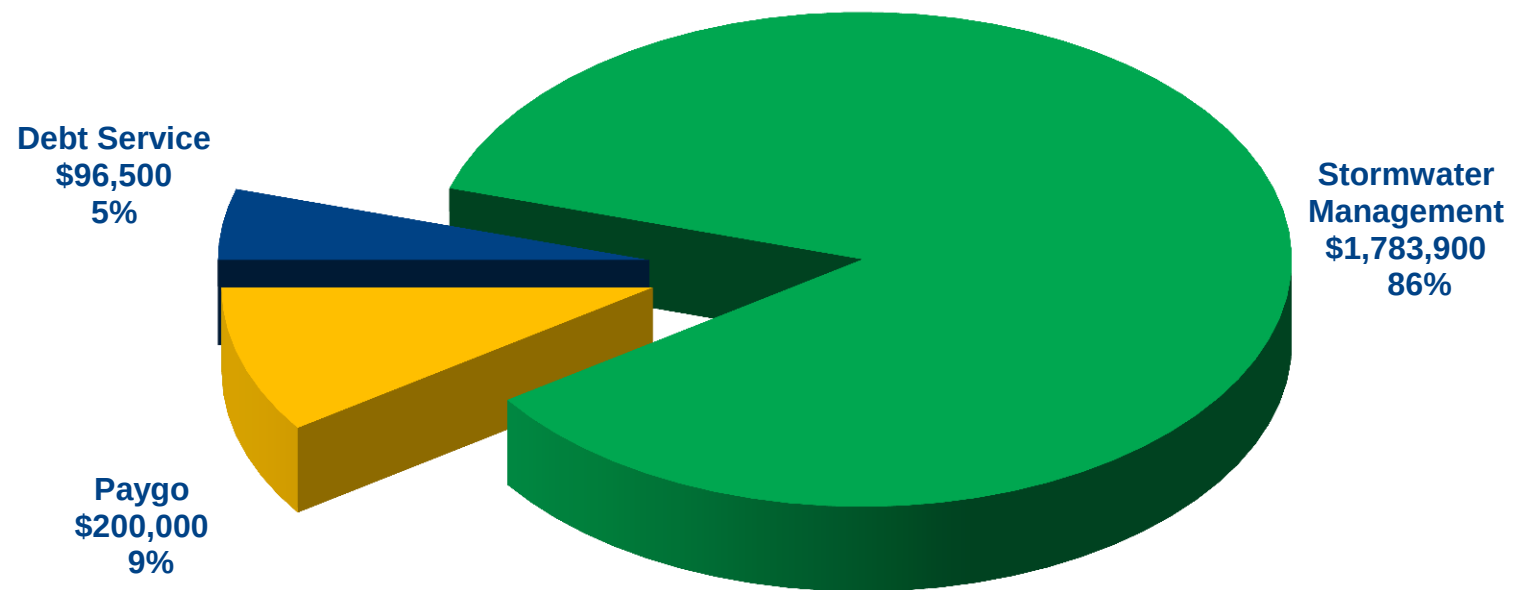
|                                                        |
|--------------------------------------------------------|
| <b>TOTAL STORMWATER MANAGEMENT FUND APPROPRIATIONS</b> |
|--------------------------------------------------------|

|                  |
|------------------|
| <b>2,080,400</b> |
|------------------|

# STORMWATER MANAGEMENT FUND APPROPRIATIONS

Fiscal Year 2016 - 2017

TOTAL APPROVED BUDGET \$2,080,400



## 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 commenced on July 1, 2013. Revenue resulting from this fee can only be used for Watershed Protection and Restoration Programs.

Responsibilities include review and approval of stormwater management and sediment control plans for development related and capital projects. In addition, the requirements of the National Pollution Discharge Elimination System (NPDES) Permit are handled by this section. These include watershed surveys and assessments, design and construction of stormwater management retrofits and stream restorations, inspection for illicit discharges, and a public information outreach.

The Stormwater Remediation Fee was repealed by Bill 14-036 effective July 1, 2015. For FY 17 this fund is a special account for deposit for a certain portion of the recordation tax. The proceeds are used for the County's watershed protection and restoration program.

### ALL FUND SUMMARY:

|                                     |                      | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|----------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                      |                  |                  |                             |                                |                  |
| 10                                  | PERSONAL SERVICES    | 1,176,480        | 1,169,849        | 0                           | 0                              | 0                |
| 20                                  | CONTRACTUAL SERVICES | 15,415           | 37,352           | 0                           | 0                              | 0                |
| 30                                  | SUPPLIES & MATERIALS | 7,596            | 6,683            | 0                           | 0                              | 0                |
| 40                                  | BUSINESS & TRAVEL    | 15,128           | 22,126           | 0                           | 0                              | 0                |
| 50                                  | CAPITAL OUTLAY       | 26,294           | 0                | 0                           | 0                              | 0                |
| 60                                  | DEBT SERVICE         | 0                | 0                | 0                           | 96,500                         | 96,500           |
| 70                                  | MISCELLANEOUS        | 0                | 80,373           | 0                           | 1,983,900                      | 1,983,900        |
|                                     |                      | <hr/>            | <hr/>            | <hr/>                       | <hr/>                          | <hr/>            |
|                                     | <b>GRAND TOTAL</b>   | <b>1,240,913</b> | <b>1,316,383</b> | <b>0</b>                    | <b>2,080,400</b>               | <b>2,080,400</b> |
|                                     |                      | <hr/> <hr/>      | <hr/> <hr/>      | <hr/> <hr/>                 | <hr/> <hr/>                    | <hr/> <hr/>      |

# STORMWATER MANAGEMENT

## ALL FUND SUMMARY:

|                                      |                    | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|--------------------------------------|--------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY DEPARTMENT:</u></b> |                    |                  |                  |                             |                                |                  |
| 08                                   | HUMAN RESOURCES    | 1,030            | 0                | 0                           | 0                              | 0                |
| 30                                   | PUBLIC WORKS       | 1,239,883        | 1,316,383        | 0                           | 1,783,900                      | 1,783,900        |
| 66                                   | DEBT SERVICE       | 0                | 0                | 0                           | 96,500                         | 96,500           |
| 70                                   | MISCELLANEOUS      | 0                | 0                | 0                           | 200,000                        | 200,000          |
|                                      | <b>GRAND TOTAL</b> | <b>1,240,913</b> | <b>1,316,383</b> | <b>0</b>                    | <b>2,080,400</b>               | <b>2,080,400</b> |

## **SUMMARY BY REVENUE SOURCE:**

|                           |                  |                  |          |                  |                  |
|---------------------------|------------------|------------------|----------|------------------|------------------|
| GENERAL FUND GRANTS       | 279,802          | 335,311          | 0        | 0                | 0                |
| OTHER TAXES               |                  | 0                | 0        | 2,075,000        | 2,075,000        |
| INVESTMENT INCOME         | 620              | 1,283            | 0        | 1,400            | 1,400            |
| MISCELLANEOUS             |                  | 0                | 0        | 0                | 0                |
| STORMWATER MANAGEMENT FEE | 1,052,942        | 1,069,121        | 0        | 4,000            | 4,000            |
| <b>GRAND TOTAL</b>        | <b>1,333,364</b> | <b>1,405,715</b> | <b>0</b> | <b>2,080,400</b> | <b>2,080,400</b> |

## STORMWATER MANAGEMENT

### FINANCIAL NOTES:

|                       |           |
|-----------------------|-----------|
| FY 17 Approved Budget | 2,080,400 |
| FY 16 Approved Budget | 0         |
| \$ increase           | 2,080,400 |
| % increase            | 100.00%   |

| FY 16 | FY 17     | CHANGE    | EXPLANATION OF INCREASE/DECREASE - REVENUES                                                                                          |
|-------|-----------|-----------|--------------------------------------------------------------------------------------------------------------------------------------|
|       |           |           | <u>RECORDATION TAX</u>                                                                                                               |
| 0     | 2,075,000 | 2,075,000 | This is a portion of the recordation tax, \$0.55 for each \$500 of the sale price (or lien amount) for each property deed recorded.  |
|       |           |           | <u>MISCELLANEOUS</u>                                                                                                                 |
| 0     | 5,400     | 5,400     | This includes investment income estimated at \$1,400 for FY 17 and any income from the municipalities estimated at \$4,000 for FY 17 |
| FY 16 | FY 17     | CHANGE    | EXPLANATION OF INCREASE/DECREASE - EXPENDITURES                                                                                      |
|       |           |           | <u>DEBT SERVICE</u>                                                                                                                  |
| 0     | 96,500    | 96,500    | This is the principal and interest costs on the bonds sold for Stormwater Management capital projects                                |
|       |           |           | <u>MISCELLANEOUS</u>                                                                                                                 |
| 0     | 1,983,900 | 1,983,900 | Funds are appropriated for other contingencies for Stormwater Management and capital projects that cannot be bonded                  |

# **TAX INCREMENT FINANCING**

|                                                                            |
|----------------------------------------------------------------------------|
| <p><b>FY 17 APPROVED TAX INCREMENT FINANCING<br/>REVENUE BREAKDOWN</b></p> |
|----------------------------------------------------------------------------|

|                                  |            |                  |                           |           |               |
|----------------------------------|------------|------------------|---------------------------|-----------|---------------|
| <b>REAL PROPERTY/SPECIAL TAX</b> | <b>95%</b> | <b>1,050,000</b> | <b>MISCELLANEOUS</b>      | <b>5%</b> | <b>50,000</b> |
|                                  |            |                  | Investment Income         |           | 2,000         |
|                                  |            |                  | Fund Balance Appropriated |           | 48,000        |

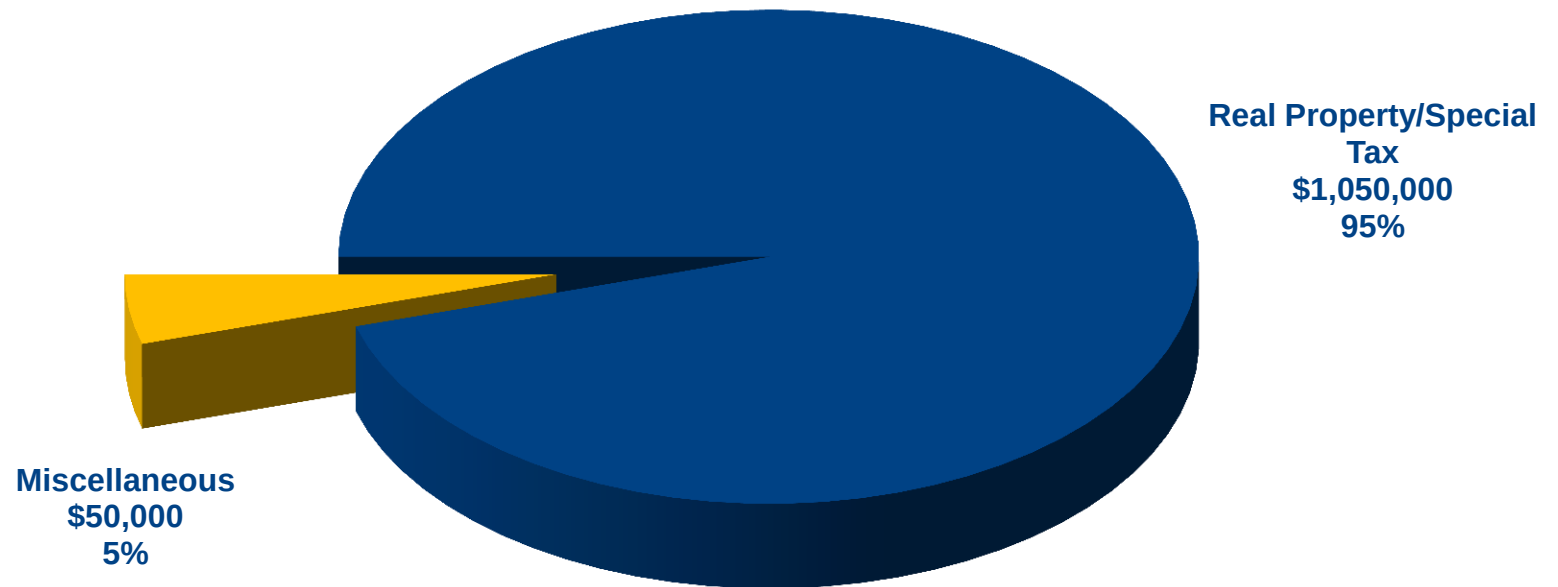
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|                                                                     |
|---------------------------------------------------------------------|
| <p><b>TOTAL TAX INCREMENT FINANCING REVENUES      1,100,000</b></p> |
|---------------------------------------------------------------------|



# **TAX INCREMENT FINANCING REVENUES**

**Fiscal Year 2016 - 2017**  
**TOTAL APPROVED BUDGET \$1,100,000**

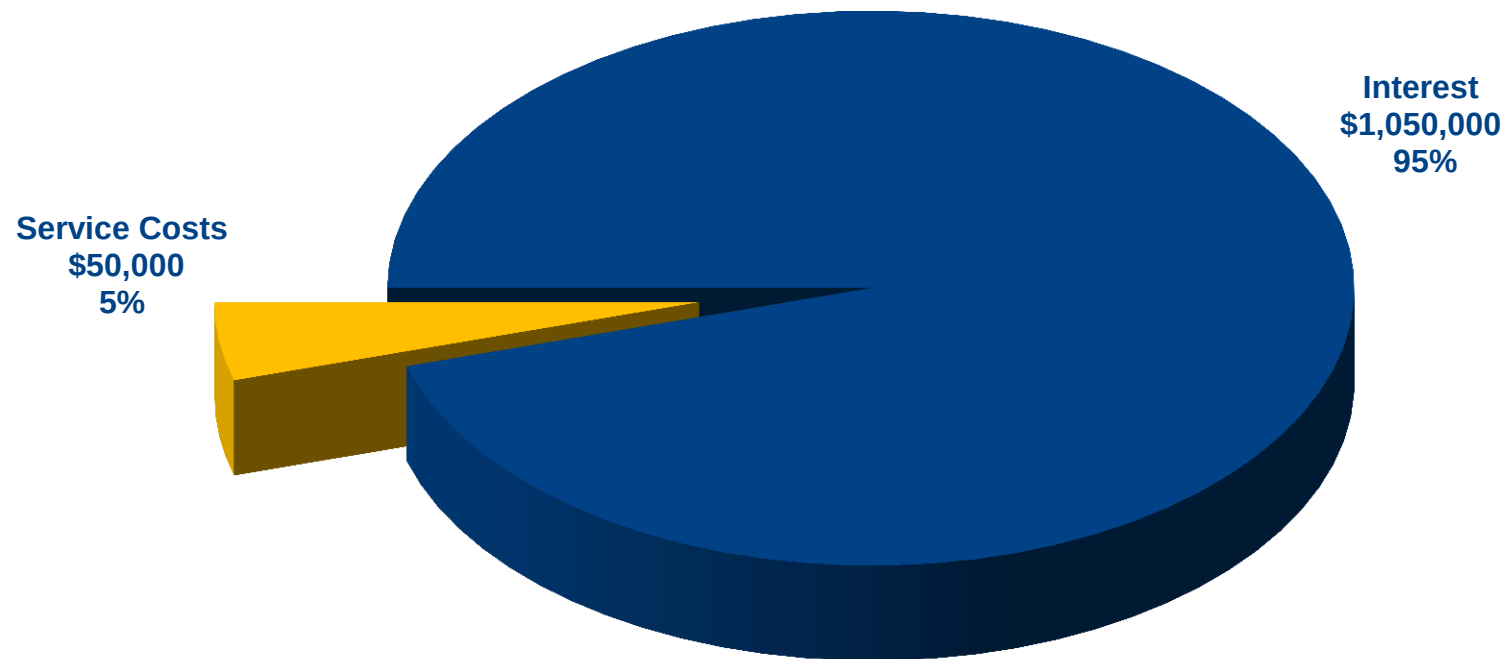


|                                                                                   |
|-----------------------------------------------------------------------------------|
| <p><b>FY 17 APPROVED TAX INCREMENT FINANCING<br/>APPROPRIATIONS BREAKDOWN</b></p> |
|-----------------------------------------------------------------------------------|

|                      |           |               |                 |            |                  |
|----------------------|-----------|---------------|-----------------|------------|------------------|
| <b>SERVICE COSTS</b> | <b>5%</b> | <b>50,000</b> | <b>INTEREST</b> | <b>95%</b> | <b>1,050,000</b> |
|----------------------|-----------|---------------|-----------------|------------|------------------|

|                                                     |                  |
|-----------------------------------------------------|------------------|
| <b>TOTAL TAX INCREMENT FINANCING APPROPRIATIONS</b> | <b>1,100,000</b> |
|-----------------------------------------------------|------------------|

**TAX INCREMENT FINANCING  
APPROPRIATIONS  
Fiscal Year 2016 - 2017  
TOTAL APPROVED BUDGET \$1,100,000**



## TAX INCREMENT FINANCING

### ORIGIN/PURPOSE:

The Beechcreek Estates Tax Increment Fund and the Beechcreek Estates Special Taxes Fund are special funds that were authorized by Bill No. 10-10. The Bill provides that the County may issue not more than \$14,000,000 in special obligation bonds to finance or reimburse the cost of the public improvements benefitting the district. It also pledges the real property taxes collected with respect to the tax increment of properties in the district to payment of the bonds to be issued and also authorizes the imposition of a special tax on properties within the district to the extent the tax increment received is insufficient to pay debt service on the bonds and other allowable costs and expenses.

The bonds shall not be an indebtedness of the County for which the County is obligated to levy or pledge, or has levied or pledged, ad valorem taxes or special taxes of the County other than the real property taxes representing the levy of the tax increment on properties located in the Development District or the Special Taxing District. The bonds shall be a special obligation of the County and will not constitute a general obligation debt of the County or a pledge of the County's full faith and credit or taxing power. The only funds the County will be obligated to use to make payment on the bonds and the cost of issuance will be those that result from real property taxes levied by the County on the tax increment on properties located in the Development District and, if such revenues are or will be insufficient, the Special Tax levied on and collected from property located in the Special Taxing District and any other moneys held under and as provided by the indenture pursuant to which the bonds were issued.

### **ALL FUND SUMMARY:**

|                    | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17        |
|--------------------|-------------------------|-------------------------|-----------------------------|--------------------------------|-------------------------|
| 60 DEBT SERVICE    | <u>1,060,813</u>        | <u>1,068,478</u>        | <u>1,100,000</u>            | <u>1,100,000</u>               | <u>1,100,000</u>        |
| <b>GRAND TOTAL</b> | <b><u>1,060,813</u></b> | <b><u>1,068,478</u></b> | <b><u>1,100,000</u></b>     | <b><u>1,100,000</u></b>        | <b><u>1,100,000</u></b> |

### **SUMMARY BY DEPARTMENT:**

|                    |                         |                         |                         |                         |                         |
|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 66 DEBT SERVICE    | <u>1,060,813</u>        | <u>1,068,478</u>        | <u>1,100,000</u>        | <u>1,100,000</u>        | <u>1,100,000</u>        |
| <b>GRAND TOTAL</b> | <b><u>1,060,813</u></b> | <b><u>1,068,478</u></b> | <b><u>1,100,000</u></b> | <b><u>1,100,000</u></b> | <b><u>1,100,000</u></b> |

### **SUMMARY BY REVENUE SOURCE:**

|                           |                         |                         |                         |                         |                         |
|---------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| REAL PROPERTY/SPECIAL TAX | 1,116,428               | 1,238,311               | 1,099,000               | 1,050,000               | 1,050,000               |
| INVESTMENT INCOME         | 1,441                   | 1,925                   | 1,000                   | 2,000                   | 2,000                   |
| FUND BALANCE APPROPRIATED | <u>0</u>                | <u>0</u>                | <u>0</u>                | <u>48,000</u>           | <u>48,000</u>           |
|                           | <b><u>1,117,869</u></b> | <b><u>1,240,236</u></b> | <b><u>1,100,000</u></b> | <b><u>1,100,000</u></b> | <b><u>1,100,000</u></b> |

|                                |
|--------------------------------|
| <b>TAX INCREMENT FINANCING</b> |
|--------------------------------|

**FINANCIAL NOTES:**

|                       |           |
|-----------------------|-----------|
| FY 17 Approved Budget | 1,100,000 |
|-----------------------|-----------|

|                       |           |
|-----------------------|-----------|
| FY 16 Approved Budget | 1,100,000 |
|-----------------------|-----------|

|           |   |
|-----------|---|
| no change | 0 |
|-----------|---|

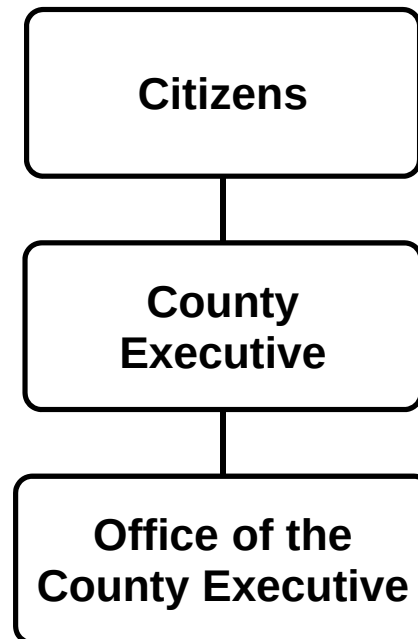
|           |       |
|-----------|-------|
| no change | 0.00% |
|-----------|-------|

| FY 16     | FY 17     | CHANGE   | EXPLANATION OF INCREASE/DECREASE - REVENUES                                                                                                                           |
|-----------|-----------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1,099,000 | 1,050,000 | (49,000) | <u>REAL PROPERTY/SPECIAL TAX</u><br>FY 17 will be the fifth year that Harford County will be assessing a Real Property/Special Tax for Beechcreek Estates Development |
| 1,000     | 2,000     | 1,000    | <u>INVESTMENT INCOME</u><br>Estimated investment income anticipated for Beechcreek accumulated cash balance.                                                          |
| 0         | 48,000    | 48,000   | <u>FUND BALANCE APPROPRIATED</u><br>This revenue source is appropriated into the next fiscal year's budget, and treated as one-time funding for that fiscal year.     |

| FY 16     | FY 17     | CHANGE | EXPLANATION OF INCREASE/DECREASE - EXPENDITURES          |
|-----------|-----------|--------|----------------------------------------------------------|
| 1,050,000 | 1,050,000 | 0      | Interest - Beechcreek 2011 Bonds @ \$1,050,000.          |
| 50,000    | 50,000    | 0      | Services Costs - Cost of Issuance Beechcreek @ \$50,000. |

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# OFFICE OF COUNTY EXECUTIVE



## COUNTY EXECUTIVE

### **ORIGIN/PURPOSE:**

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

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

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



|                  |
|------------------|
| COUNTY EXECUTIVE |
|------------------|

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17      |
|-------------------------------------|-------------------------|-------------------------|-----------------------------|--------------------------------|-----------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                         |                         |                             |                                |                       |
| 10 PERSONAL SERVICES                | 1,258,488               | 1,271,307               | 469,485                     | 493,135                        | 493,135               |
| 20 CONTRACTUAL SERVICES             | 92,790                  | 95,581                  | 29,500                      | 29,500                         | 29,500                |
| 30 SUPPLIES AND MATERIALS           | 24,832                  | 31,599                  | 20,400                      | 20,400                         | 20,400                |
| 40 BUSINESS AND TRAVEL              | 32,075                  | 26,481                  | 25,700                      | 28,200                         | 28,200                |
| 50 CAPITAL OUTLAY                   | 2,471                   | 1,566                   | 0                           | 0                              | 0                     |
| 70 MISCELLANEOUS                    | 443,443                 | 412,736                 | 90,000                      | 90,000                         | 90,000                |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 1,790                   | 3,714                   | 0                           | 0                              | 0                     |
|                                     | <u>1,855,889</u>        | <u>1,842,984</u>        | <u>635,085</u>              | <u>661,235</u>                 | <u>661,235</u>        |
| <b>GRAND TOTAL</b>                  | <b><u>1,855,889</u></b> | <b><u>1,842,984</u></b> | <b><u>635,085</u></b>       | <b><u>661,235</u></b>          | <b><u>661,235</u></b> |

**SUMMARY BY FUND:**

|                    |                         |                         |                       |                       |                       |
|--------------------|-------------------------|-------------------------|-----------------------|-----------------------|-----------------------|
| 11 GENERAL         | <u>1,855,889</u>        | <u>1,842,984</u>        | <u>635,085</u>        | <u>661,235</u>        | <u>661,235</u>        |
| <b>GRAND TOTAL</b> | <b><u>1,855,889</u></b> | <b><u>1,842,984</u></b> | <b><u>635,085</u></b> | <b><u>661,235</u></b> | <b><u>661,235</u></b> |

**SUMMARY BY DIVISION:**

|                    |                                  |                         |                         |                       |                       |                       |
|--------------------|----------------------------------|-------------------------|-------------------------|-----------------------|-----------------------|-----------------------|
| 011000             | OFFICE OF THE COUNTY EXECUTIVE   | 775,940                 | 771,291                 | 635,085               | 661,235               | 661,235               |
| 013000             | OFFICE OF THE CHIEF OF STAFF     | 403,818                 | 474,711                 | 0                     | 0                     | 0                     |
| 014000             | DIVISION OF AGRICULTURAL AFFAIRS | 333,184                 | 262,062                 | 0                     | 0                     | 0                     |
| 015000             | CONSTITUENT SERVICES             | 342,947                 | 334,920                 | 0                     | 0                     | 0                     |
|                    |                                  | <u>1,855,889</u>        | <u>1,842,984</u>        | <u>635,085</u>        | <u>661,235</u>        | <u>661,235</u>        |
| <b>GRAND TOTAL</b> |                                  | <b><u>1,855,889</u></b> | <b><u>1,842,984</u></b> | <b><u>635,085</u></b> | <b><u>661,235</u></b> | <b><u>661,235</u></b> |

|                  |
|------------------|
| COUNTY EXECUTIVE |
|------------------|

**FINANCIAL NOTES:**

| FY 16   | FY 17   | CHANGE | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                  |
|---------|---------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 469,485 | 493,135 | 23,650 | <u>PERSONAL SERVICES</u> increase \$23,650<br>Increase in personal services is the result of the FY 17 merit increase of 3% as well as adjustments for health benefits and workers' compensation. |
| 25,700  | 28,200  | 2,500  | <u>BUSINESS &amp; TRAVEL</u> increase \$2,500<br>Additional funds are provided for vehicle maintenance and fuel based on actual expenses.                                                         |

**DEPARTMENT STAFF SUMMARY  
COUNTY EXECUTIVE**

| POSITION TITLE                       | ENACTED<br>FY 15    |                           | ENACTED<br>FY 16   |                       | ENACTED<br>FY 17   |                       |
|--------------------------------------|---------------------|---------------------------|--------------------|-----------------------|--------------------|-----------------------|
|                                      | POSITIONS           | SALARIES                  | POSITIONS          | SALARIES              | POSITIONS          | SALARIES              |
| Administrative Assistant I           | 0.00                | 0                         | 1.00               | 46,000                | 1.00               | 51,500                |
| Administrative Secretary II          | 1.00                | 54,703                    | 0.00               | 0                     | 0.00               | 0                     |
| Administrative Secretary III         | 1.00                | 71,750                    | 1.00               | 62,000                | 1.00               | 64,631                |
| Administrative Specialist II         | 3.00                | 179,760                   | 0.00               | 0                     | 0.00               | 0                     |
| Chief of Staff                       | 1.00                | 115,385                   | 0.00               | 0                     | 0.00               | 0                     |
| County Executive                     | 1.00                | 105,136                   | 1.00               | 130,000               | 1.00               | 131,939               |
| Deputy Chief of Staff                | 2.00                | 170,352                   | 0.00               | 0                     | 0.00               | 0                     |
| Management Assistant II              | 2.00                | 156,465                   | 1.00               | 82,465                | 1.00               | 84,939                |
| <b>FULL-TIME SALARIES</b>            | <u>11.00</u>        | <u>853,551</u>            | <u>4.00</u>        | <u>320,465</u>        | <u>4.00</u>        | <u>333,009</u>        |
| <b>TEMPORARY SALARIES</b>            | <u></u>             | <u>65,000</u>             | <u></u>            | <u>0</u>              | <u></u>            | <u>0</u>              |
| <b>SALARY TOTAL</b>                  | <u><b>11.00</b></u> | <u><b>918,551</b></u>     | <u><b>4.00</b></u> | <u><b>320,465</b></u> | <u><b>4.00</b></u> | <u><b>333,009</b></u> |
| <b>OTHER PERSONAL SERVICES</b>       |                     |                           |                    |                       |                    |                       |
| Pension & Retirement                 |                     | 85,355                    |                    | 32,047                |                    | 33,301                |
| Workers' Compensation                |                     | 6,835                     |                    | 1,064                 |                    | 2,135                 |
| Health Benefits                      |                     | 225,720                   |                    | 77,986                |                    | 88,244                |
| PEHP                                 |                     | 22,160                    |                    | 13,560                |                    | 11,244                |
| FICA                                 |                     | 70,269                    |                    | 23,803                |                    | 24,642                |
| Miscellaneous                        |                     | 1,540                     |                    | 560                   |                    | 560                   |
| <b>TOTAL OTHER PERSONAL SERVICES</b> | <u></u>             | <u><b>411,879</b></u>     | <u></u>            | <u><b>149,020</b></u> | <u></u>            | <u><b>160,126</b></u> |
| <b>TOTAL PERSONAL SERVICES</b>       | <u><b>11.00</b></u> | <u><b>1,265,430 *</b></u> | <u><b>4.00</b></u> | <u><b>469,485</b></u> | <u><b>4.00</b></u> | <u><b>493,135</b></u> |

\* FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

|                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>COUNTY EXECUTIVE</b><br/> <b>Office of the County Executive</b><br/> <b>Index #011000</b></p> |
|--------------------------------------------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

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

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 423,405                  | 450,315                  | 469,485                              | 493,135                                 | 493,135                  |
| 20 CONTRACTUAL SERVICES             | 27,841                   | 30,786                   | 29,500                               | 29,500                                  | 29,500                   |
| 30 SUPPLIES AND MATERIALS           | 14,965                   | 21,575                   | 20,400                               | 20,400                                  | 20,400                   |
| 40 BUSINESS AND TRAVEL              | 18,433                   | 15,036                   | 25,700                               | 28,200                                  | 28,200                   |
| 50 CAPITAL OUTLAY                   | 1,003                    | 218                      | 0                                    | 0                                       | 0                        |
| 70 MISCELLANEOUS                    | 290,293                  | 253,361                  | 90,000                               | 90,000                                  | 90,000                   |
| <b>GRAND TOTAL</b>                  | <b>775,940</b>           | <b>771,291</b>           | <b>635,085</b>                       | <b>661,235</b>                          | <b>661,235</b>           |

**FUNDING SOURCE:**

|            |         |         |         |         |         |
|------------|---------|---------|---------|---------|---------|
| 11 GENERAL | 775,940 | 771,291 | 635,085 | 661,235 | 661,235 |
|------------|---------|---------|---------|---------|---------|

**COUNTY EXECUTIVE**  
**Office of the County Executive**  
**Index #011000**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                     |
|--------------|--------------|---------------|-----------------------------------------------------------------------------------------------------------------------------|
|              |              |               | <u>PERSONAL SERVICES</u> increase \$23,650                                                                                  |
| 469,485      | 493,135      | 23,650        | Increase is the net result of the FY 17 merit increase of 3% and adjustments for health benefits and workers' compensation. |
|              |              |               | <u>BUSINESS &amp; TRAVEL</u> increase \$2,500                                                                               |
| 25,700       | 28,200       | 2,500         | Additional funds are provided for vehicle maintenance and fuel based on actual expenses                                     |

**DIVISION STAFF SUMMARY**  
**Office of the County Executive**  
**Index #011000**

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Assistant I           | 0.00             | 0                | 1.00             | 46,000         | 1.00             | 51,500         |
| Administrative Secretary III         | 1.00             | 71,750           | 1.00             | 62,000         | 1.00             | 64,631         |
| Administrative Specialist I          | 0.00             | 0                | 0.00             | 0              | 0.00             | 0              |
| Administrative Specialist II         | 1.00             | 57,428           | 0.00             | 0              | 0.00             | 0              |
| County Executive                     | 1.00             | 105,136          | 1.00             | 130,000        | 1.00             | 131,939        |
| Management Assistant II              | 1.00             | 81,465           | 1.00             | 82,465         | 1.00             | 84,939         |
| <b>SALARY TOTAL</b>                  | <b>4.00</b>      | <b>315,779</b>   | <b>4.00</b>      | <b>320,465</b> | <b>4.00</b>      | <b>333,009</b> |
|                                      |                  |                  |                  |                |                  |                |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension & Retirement                 |                  | 31,578           |                  | 32,047         |                  | 33,301         |
| Workers' Compensation                |                  | 726              |                  | 1,064          |                  | 2,135          |
| Health Benefits                      |                  | 82,080           |                  | 77,986         |                  | 88,244         |
| PEHP                                 |                  | 13,296           |                  | 13,560         |                  | 11,244         |
| FICA                                 |                  | 24,157           |                  | 23,803         |                  | 24,642         |
| Miscellaneous                        |                  | 560              |                  | 560            |                  | 560            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>152,397</b>   |                  | <b>149,020</b> |                  | <b>160,126</b> |
|                                      |                  |                  |                  |                |                  |                |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>4.00</b>      | <b>468,176 *</b> | <b>4.00</b>      | <b>469,485</b> | <b>4.00</b>      | <b>493,135</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**COUNTY EXECUTIVE**  
**Office of the Chief of Staff**  
**Index #013000**

**ORIGIN/PURPOSE:**

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

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

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 394,700                  | 463,541                  | 0                                    | 0                                       | 0                        |
| 20 CONTRACTUAL SERVICES             | 2,048                    | 1,211                    | 0                                    | 0                                       | 0                        |
| 30 SUPPLIES AND MATERIALS           | 1,025                    | 3,236                    | 0                                    | 0                                       | 0                        |
| 40 BUSINESS AND TRAVEL              | 4,685                    | 5,549                    | 0                                    | 0                                       | 0                        |
| 50 CAPITAL OUTLAY                   | 988                      | 892                      | 0                                    | 0                                       | 0                        |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 372                      | 282                      | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>403,818</b>           | <b>474,711</b>           | <b>0</b>                             | <b>0</b>                                | <b>0</b>                 |

**FUNDING SOURCE:**

|            |                |                |          |          |          |
|------------|----------------|----------------|----------|----------|----------|
| 11 GENERAL | <b>403,818</b> | <b>474,711</b> | <b>0</b> | <b>0</b> | <b>0</b> |
|------------|----------------|----------------|----------|----------|----------|

**FINANCIAL NOTES:**

Per Executive Order 14-04 this division was abolished in the FY 16 budget.

# DIVISION STAFF SUMMARY

Office of Chief of Staff

Index #013000

| POSITION TITLE                       | ENACTED<br>FY 15       |                             | ENACTED<br>FY 16       |                     | ENACTED<br>FY 17       |                     |
|--------------------------------------|------------------------|-----------------------------|------------------------|---------------------|------------------------|---------------------|
|                                      | POSITIONS              | SALARIES                    | POSITIONS              | SALARIES            | POSITIONS              | SALARIES            |
| Administrative Secretary II          | 1.00                   | 54,703                      | 0.00                   | 0                   | 0.00                   | 0                   |
| Chief of Staff                       | 1.00                   | 115,385                     | 0.00                   | 0                   | 0.00                   | 0                   |
| Management Assistant II              | 1.00                   | 75,000                      | 0.00                   | 0                   | 0.00                   | 0                   |
| <b>FULL-TIME SALARIES</b>            | <u>3.00</u>            | <u>245,088</u>              | <u>0.00</u>            | <u>0</u>            | <u>0.00</u>            | <u>0</u>            |
| <br><b>TEMPORARY SALARIES</b>        | <br><u>          </u>  | <br><u>65,000</u>           | <br><u>          </u>  | <br><u>0</u>        | <br><u>0.00</u>        | <br><u>0</u>        |
| <br><b>SALARY TOTAL</b>              | <br><u><b>3.00</b></u> | <br><u><b>310,088</b></u>   | <br><u><b>0.00</b></u> | <br><u><b>0</b></u> | <br><u><b>0.00</b></u> | <br><u><b>0</b></u> |
| <br>                                 |                        |                             |                        |                     |                        |                     |
| <b>OTHER PERSONAL SERVICES</b>       |                        |                             |                        |                     |                        |                     |
| Pension & Retirement                 |                        | 24,509                      |                        | 0                   | 0.00                   | 0                   |
| Workers' Compensation                |                        | 3,368                       |                        | 0                   | 0.00                   | 0                   |
| Health Benefits                      |                        | 61,560                      |                        | 0                   | 0.00                   | 0                   |
| PEHP                                 |                        | 8,864                       |                        | 0                   | 0.00                   | 0                   |
| FICA                                 |                        | 23,722                      |                        | 0                   | 0.00                   | 0                   |
| Miscellaneous                        |                        | 420                         |                        | 0                   | 0.00                   | 0                   |
| <b>TOTAL OTHER PERSONAL SERVICES</b> | <u>          </u>      | <u><b>122,443</b></u>       | <u>          </u>      | <u><b>0</b></u>     | <u>0.00</u>            | <u><b>0</b></u>     |
| <br><b>TOTAL PERSONAL SERVICES</b>   | <br><u><b>3.00</b></u> | <br><u><b>432,531 *</b></u> | <br><u><b>0.00</b></u> | <br><u><b>0</b></u> | <br><u><b>0.00</b></u> | <br><u><b>0</b></u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts



|                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>COUNTY EXECUTIVE</b><br/> <b>Division of Agricultural Affairs</b><br/> <b>Index #014000</b></p> |
|----------------------------------------------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

The Division of Agricultural Affairs has been established in order to facilitate the coordination of all agriculturally related activities in the County and to advise the County Executive on agricultural related issues. This office also serves as the County Executive's liaison to the farming community as agriculture remains one of the largest economic engines in the County and the State. Through this Division Harford County epitomizes the significance of sustaining, strengthening and promoting the County's agricultural industry and heritage.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 129,281                  | 64,557                   | 0                                    | 0                                       | 0                        |
| 20 CONTRACTUAL SERVICES             | 39,136                   | 30,552                   | 0                                    | 0                                       | 0                        |
| 30 SUPPLIES AND MATERIALS           | 5,309                    | 3,140                    | 0                                    | 0                                       | 0                        |
| 40 BUSINESS AND TRAVEL              | 5,828                    | 4,399                    | 0                                    | 0                                       | 0                        |
| 50 CAPITAL OUTLAY                   | 480                      | 0                        | 0                                    | 0                                       | 0                        |
| 70 MISCELLANEOUS                    | 153,150                  | 159,375                  | 0                                    | 0                                       | 0                        |
| 80 INTER-GOVERNMENTAL / INTER-FUND  | 0                        | 39                       | 0                                    |                                         |                          |
| <b>GRAND TOTAL</b>                  | <b>333,184</b>           | <b>262,062</b>           | <b>0</b>                             | <b>0</b>                                | <b>0</b>                 |

**FUNDING SOURCE:**

|            |                |                |          |          |          |
|------------|----------------|----------------|----------|----------|----------|
| 11 GENERAL | <b>333,184</b> | <b>262,062</b> | <b>0</b> | <b>0</b> | <b>0</b> |
|------------|----------------|----------------|----------|----------|----------|

**FINANCIAL NOTES:**

Per Executive Order 14-04 this division was abolished in the FY 16 budget.

**DIVISION STAFF SUMMARY**  
**Division of Agricultural Affairs**  
**Index #014000**

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|--------------------------------------|------------------|------------------|------------------|----------|------------------|----------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| Deputy Chief of Staff                | 1.00             | 85,072           | 0.00             | 0        | 0.00             | 0        |
| <b>SALARY TOTAL</b>                  | <b>1.00</b>      | <b>85,072</b>    | <b>0.00</b>      | <b>0</b> | <b>0.00</b>      | <b>0</b> |
|                                      |                  |                  |                  |          |                  |          |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |          |                  |          |
| Pension & Retirement                 |                  | 8,507            |                  | 0        | 0.00             | 0        |
| Workers' Compensation                |                  | 2,263            |                  | 0        | 0.00             | 0        |
| Health Benefits                      |                  | 20,520           |                  | 0        | 0.00             | 0        |
| FICA                                 |                  | 6,508            |                  | 0        | 0.00             | 0        |
| Miscellaneous                        |                  | 140              |                  | 0        | 0.00             | 0        |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>37,938</b>    |                  | <b>0</b> |                  | <b>0</b> |
|                                      |                  |                  |                  |          |                  |          |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>1.00</b>      | <b>123,010 *</b> | <b>0.00</b>      | <b>0</b> | <b>0.00</b>      | <b>0</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**COUNTY EXECUTIVE**  
**Constituent Services**  
**Index #015000**

**ORIGIN/PURPOSE:**

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

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 311,102                  | 292,894                  | 0                                    | 0                                       | 0                        |
| 20 CONTRACTUAL SERVICES             | 23,765                   | 33,032                   | 0                                    | 0                                       | 0                        |
| 30 SUPPLIES AND MATERIALS           | 3,533                    | 3,648                    | 0                                    | 0                                       | 0                        |
| 40 BUSINESS AND TRAVEL              | 3,129                    | 1,497                    | 0                                    | 0                                       | 0                        |
| 50 CAPITAL OUTLAY                   | 0                        | 456                      | 0                                    | 0                                       | 0                        |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 1,418                    | 3,393                    | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>342,947</b>           | <b>334,920</b>           | <b>0</b>                             | <b>0</b>                                | <b>0</b>                 |
| <b><u>FUNDING SOURCE:</u></b>       |                          |                          |                                      |                                         |                          |
| 11 GENERAL                          | 342,947                  | 334,920                  | 0                                    | 0                                       | 0                        |

**FINANCIAL NOTES:**

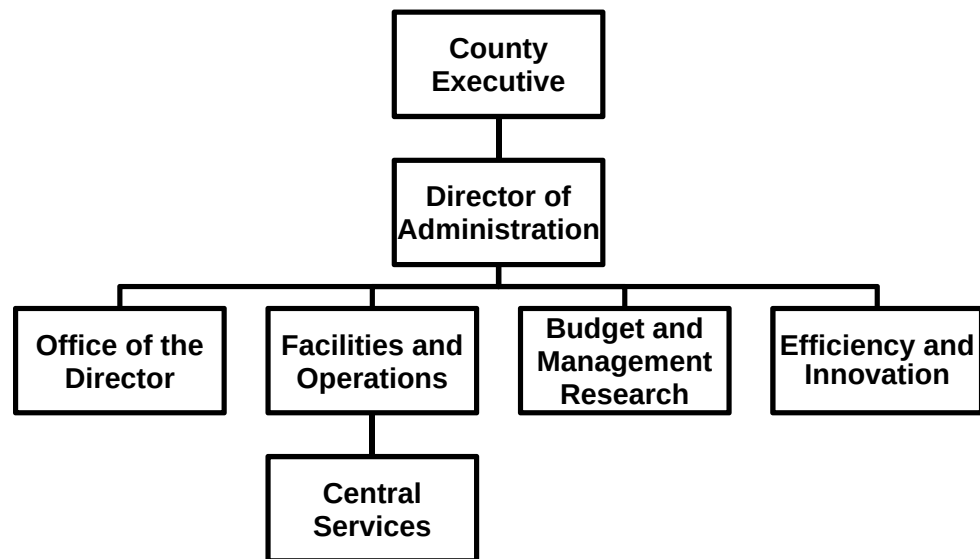
Per Executive Order 14-04 this division was abolished in the FY 16 budget.

**DIVISION STAFF SUMMARY**  
**Constituent Services**  
**Index #015000**

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|--------------------------------------|------------------|------------------|------------------|----------|------------------|----------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| Administrative Specialist II         | 2.00             | 122,332          | 0.00             | 0        | 0.00             | 0        |
| Deputy Chief of Staff                | 1.00             | 85,280           | 0.00             | 0        | 0.00             | 0        |
| <b>SALARY TOTAL</b>                  | <b>3.00</b>      | <b>207,612</b>   | <b>0.00</b>      | <b>0</b> | <b>0.00</b>      | <b>0</b> |
|                                      |                  |                  |                  |          |                  |          |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |          |                  |          |
| Pension & Retirement                 |                  | 20,761           |                  | 0        | 0.00             | 0        |
| Workers' Compensation                |                  | 478              |                  | 0        | 0.00             | 0        |
| Health Benefits                      |                  | 58,215           |                  | 0        | 0.00             | 0        |
| FICA                                 |                  | 15,882           |                  | 0        | 0.00             | 0        |
| Miscellaneous                        |                  | 420              |                  | 0        | 0.00             | 0        |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>95,756</b>    |                  | <b>0</b> |                  | <b>0</b> |
|                                      |                  |                  |                  |          |                  |          |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>3.00</b>      | <b>303,368 *</b> | <b>0.00</b>      | <b>0</b> | <b>0.00</b>      | <b>0</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

# ADMINISTRATION



## ADMINISTRATION

### **ORIGIN/PURPOSE:**

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

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

### **MISSION STATEMENT:**

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

## ADMINISTRATION

### ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 5,006,176        | 5,078,733        | 3,901,844                   | 3,949,083                      | 3,949,083        |
| 20 CONTRACTUAL SERVICES             | 1,475,803        | 1,259,712        | 1,838,515                   | 1,694,775                      | 1,694,775        |
| 30 SUPPLIES AND MATERIALS           | 498,657          | 516,418          | 557,135                     | 589,150                        | 589,150          |
| 40 BUSINESS AND TRAVEL              | 103,508          | 115,052          | 105,975                     | 114,025                        | 114,025          |
| 50 CAPITAL OUTLAY                   | 76,459           | 4,548            | 0                           | 0                              | 0                |
| 70 MISCELLANEOUS                    | 243,716          | 102,250          | 289,900                     | 245,000                        | 245,000          |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 1,051            | 979              | 2,500                       | 1,100                          | 1,100            |
| <b>GRAND TOTAL</b>                  | <b>7,405,370</b> | <b>7,077,692</b> | <b>6,695,869</b>            | <b>6,593,133</b>               | <b>6,593,133</b> |

### **SUMMARY BY FUND:**

|                    |                  |                  |                  |                  |                  |
|--------------------|------------------|------------------|------------------|------------------|------------------|
| 11 GENERAL         | 7,405,370        | 7,077,692        | 6,695,869        | 6,593,133        | 6,593,133        |
| <b>GRAND TOTAL</b> | <b>7,405,370</b> | <b>7,077,692</b> | <b>6,695,869</b> | <b>6,593,133</b> | <b>6,593,133</b> |

### **SUMMARY BY DIVISION:**

|                    |                                  |                  |                  |                  |                  |                  |
|--------------------|----------------------------------|------------------|------------------|------------------|------------------|------------------|
| 021000             | DIRECTOR OF ADMINISTRATION       | 598,455          | 481,292          | 508,396          | 636,310          | 636,310          |
| 021500             | SUSTAINABILITY OFFICE            | 188,709          | 189,630          | 0                | 253,458          | 253,458          |
| 022000             | FACILITIES AND OPERATIONS        | 3,757,587        | 3,529,559        | 4,554,938        | 4,534,334        | 4,534,334        |
| 023100             | CENTRAL SERVICES                 | 576,530          | 556,343          | 628,684          | 648,757          | 648,767          |
| 024000             | BUDGET & MGMNT. RESEARCH         | 702,996          | 679,628          | 505,680          | 520,264          | 520,264          |
| 025500             | CITIZEN AFFAIRS & ADMIN SERVICES | 0                | 0                | 498,171          | 0                | 0                |
| 029000             | RISK MANAGEMENT                  | 1,581,093        | 1,641,240        | 0                | 0                | 0                |
| <b>GRAND TOTAL</b> |                                  | <b>7,405,370</b> | <b>7,077,692</b> | <b>6,695,869</b> | <b>6,593,123</b> | <b>6,593,133</b> |

## ADMINISTRATION

### FINANCIAL NOTES:

| FY 16     | FY 17     | CHANGE    | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------|-----------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3,901,844 | 3,949,083 | 47,239    | <p><u>PERSONAL SERVICES</u> increase \$47,239</p> <p>Increase is the net result of the FY 17 Merit Salary Increase of 3% and additional funds provided for pension and workers compensation based on actual expense history. This increase is offset slightly by less funding required for post employment health plan (PEHP) and health benefits.</p>                                                                                                                                                                                                                                                                                    |
| 1,838,515 | 1,694,775 | (143,740) | <p><u>CONTRACTUAL SERVICES</u> decrease (\$143,740)</p> <p>Adjustments were made to various contractual services due to funds reallocated from Facilities &amp; Operations to Parks &amp; Recreation for grounds maintenance and snow removal, the addition of Efficiency and Innovation from Procurement and the transfer of Citizen Affairs and Agricultural Services to Office of Governmental and Community Relations. Elimination of one time fund for contractual services in Facilities &amp; Operations, additional funds for security system costs and building and custodial services based on actual expense history.</p>      |
| 557,135   | 589,150   | 32,015    | <p><u>MATERIALS AND SUPPLIES</u> increase \$32,015</p> <p>Adjustments were made to various contractual services due to funds reallocated from Facilities &amp; Operations to Parks &amp; Recreation for grounds maintenance and snow removal, the addition of Efficiency and Innovation from Procurement and the transfer of Citizen Affairs and Agricultural Services to Office of Governmental and Community Relations. General Office Mailing increased based on actual expenses for Central Services, and equipment repair parts and building supplies increased based on actual expense history for Facilities &amp; Operations.</p> |



## ADMINISTRATION

### FINANCIAL NOTES:

| FY 16   | FY 17   | CHANGE   | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------|---------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 105,975 | 114,025 | 8,050    | <p><u>BUSINESS AND TRAVEL</u> increase \$8,050</p> <p>Increase is based on the net result of an increase in Vehicle Maintenance and Fuel costs based on actual expense history as well as additional funds for Training Seminars and Courses for the apprenticeship program for Facilities &amp; Operations employees at Harford Community College.</p>                                                                                                          |
| 289,900 | 245,000 | (44,900) | <p><u>MISCELLANEOUS</u> decrease (\$44,900)</p> <p>Contributions decrease due to transfer of Ag related contributions to Governmental and Community Relations - Division of Citizen Affairs and Agricultural Services.</p> <p>The remaining \$245,000 provides for contributions to non-profit agencies as well as to cover impact fees fro Habitat for Humanity homes and a one-time contribution of \$125,000 to Susquehanna Hose Company for a fire boat.</p> |

**DEPARTMENT STAFF SUMMARY  
ADMINISTRATION**

| POSITION TITLE                                     | ENACTED<br>FY 15 |          | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|----------------------------------------------------|------------------|----------|------------------|----------|------------------|----------|
|                                                    | POSITIONS        | SALARIES | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| Administrative Assistant I                         | 3.00             | 130,452  | 0.00             | 0        | 0.00             | 0        |
| Administrative Assistant II                        | 2.00             | 94,505   | 2.00             | 96,505   | 3.00             | 152,531  |
| Administrative Secretary III                       | 1.00             | 65,000   | 1.00             | 66,000   | 1.00             | 67,980   |
| Administrative Specialist I                        | 0.00             | 0        | 2.00             | 124,259  | 1.00             | 64,102   |
| Administrative Specialist II                       | 1.00             | 46,091   | 0.00             | 0        | 1.00             | 49,931   |
| Asset Manager                                      | 1.00             | 72,587   | 1.00             | 73,587   | 1.00             | 75,794   |
| Assistant Supervisor Custodial Workers             | 1.00             | 51,426   | 1.00             | 52,426   | 1.00             | 53,999   |
| Central Stores Coordinator                         | 0.00             | 0        | 0.00             | 0        | 1.00             | 34,093   |
| Central Services Operator                          | 3.00             | 103,064  | 0.00             | 0        | 1.00             | 28,325   |
| Central Services Specialist                        | 0.00             | 0        | 3.00             | 114,948  | 2.00             | 83,274   |
| Chief of Security                                  | 1.00             | 56,000   | 0.00             | 0        | 0.00             | 0        |
| Chief, Budget & Management Research                | 1.00             | 109,905  | 1.00             | 110,905  | 1.00             | 114,232  |
| Chief, Citizen Affairs and Administrative Services | 0.00             | 0        | 1.00             | 71,000   | 0.00             | 0        |
| Chief, Efficiency and Innovation                   | 1.00             | 66,872   | 0.00             | 0        | 1.00             | 73,404   |
| Chief, Facilities & Operations                     | 1.00             | 74,256   | 1.00             | 86,000   | 1.00             | 88,580   |
| Claims Adjuster                                    | 1.00             | 49,296   | 0.00             | 0        | 0.00             | 0        |
| Custodial Worker I                                 | 2.00             | 56,190   | 3.00             | 82,694   | 3.00             | 85,175   |
| Custodial Worker II                                | 4.00             | 117,773  | 5.00             | 153,865  | 5.00             | 159,511  |
| Director of Administration                         | 1.00             | 139,925  | 1.00             | 129,000  | 1.00             | 131,500  |
| Grants Administrator                               | 1.00             | 65,520   | 0.00             | 0        | 0.00             | 0        |
| Lead Maintenance Mechanic                          | 0.00             | 0        | 0.00             | 0        | 2.00             | 91,043   |
| Lead Maintenance Worker                            | 0.00             | 0        | 0.00             | 0        | 2.00             | 94,098   |
| Maintenance Mechanic I                             | 0.00             | 0        | 1.00             | 38,089   | 0.00             | 0        |
| Maintenance Mechanic II                            | 4.00             | 190,579  | 7.00             | 323,403  | 6.00             | 295,350  |
| Maintenance Supervisor                             | 2.00             | 138,366  | 1.00             | 53,800   | 0.00             | 0        |
| Maintenance Worker I                               | 1.00             | 26,200   | 3.00             | 85,400   | 3.00             | 109,667  |
| Maintenance Worker II                              | 8.00             | 336,328  | 8.00             | 343,158  | 5.00             | 228,803  |
| Management Assistant II                            | 2.00             | 149,091  | 1.00             | 89,091   | 1.00             | 91,764   |
| Programmer Analyst I                               | 1.00             | 81,684   | 0.00             | 0        | 0.00             | 0        |

**DEPARTMENT STAFF SUMMARY  
ADMINISTRATION**

| POSITION TITLE                            | ENACTED<br>FY 15    |                         | ENACTED<br>FY 16    |                         | ENACTED<br>FY 17    |                         |
|-------------------------------------------|---------------------|-------------------------|---------------------|-------------------------|---------------------|-------------------------|
|                                           | POSITIONS           | SALARIES                | POSITIONS           | SALARIES                | POSITIONS           | SALARIES                |
| Risk Manager                              | 1.00                | 96,969                  | 0.00                | 0                       | 0.00                | 0                       |
| Safety Officer                            | 1.00                | 58,457                  | 0.00                | 0                       | 0.00                | 0                       |
| Security Supervisor                       | 1.00                | 43,900                  | 0.00                | 0                       | 0.00                | 0                       |
| Senior Budget Analyst                     | 3.00                | 231,227                 | 3.00                | 260,570                 | 3.00                | 229,773                 |
| Skilled Trade Apprentice                  | 0.00                | 0                       | 0.00                | 0                       | 0.00                | 0                       |
| Special Police Officer I                  | 6.00                | 202,400                 | 0.00                | 0                       | 0.00                | 0                       |
| Special Police Officer II                 | 7.00                | 281,592                 | 0.00                | 0                       | 0.00                | 0                       |
| Superintendent of Facilities & Operations | 0.00                | 0                       | 1.00                | 65,000                  | 1.00                | 68,382                  |
| Supervisor, Central Services              | 0.00                | 0                       | 0.00                | 0                       | 1.00                | 47,045                  |
| Supervisor of Custodial Workers           | 1.00                | 56,621                  | 1.00                | 57,621                  | 1.00                | 60,834                  |
| Team Leader III                           | 1.00                | 42,500                  | 1.00                | 43,500                  | 0.00                | 0                       |
| <b>TOTAL FULL-TIME SALARIES</b>           | <u>64.00</u>        | <u>3,234,776</u>        | <u>49.00</u>        | <u>2,520,821</u>        | <u>49.00</u>        | <u>2,579,190</u>        |
| <b>PART-TIME SALARIES</b>                 |                     |                         |                     |                         |                     |                         |
| Custodial Worker I                        | 1.50                | 34,804                  | 1.50                | 0                       | 0.00                | 0                       |
| Custodial Worker II                       | 1.50                | 45,402                  | 1.50                | 0                       | 0.00                | 0                       |
| <b>TOTAL PART-TIME SALARIES</b>           | <u>3.00</u>         | <u>80,206</u>           | <u>3.00</u>         | <u>0</u>                | <u>0.00</u>         | <u>0</u>                |
| <b>TEMPORARY SALARIES</b>                 |                     | <u>30,000</u>           |                     | <u>86,232</u>           |                     | <u>56,255</u>           |
| <b>SALARY TOTAL</b>                       | <u><u>67.00</u></u> | <u><u>3,344,982</u></u> | <u><u>52.00</u></u> | <u><u>2,607,053</u></u> | <u><u>49.00</u></u> | <u><u>2,635,445</u></u> |

**DEPARTMENT STAFF SUMMARY  
ADMINISTRATION**

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                 |                  | 333,030            |                  | 243,724          |                  | 262,545          |
| Workers' Compensation                |                  | 63,132             |                  | 19,669           |                  | 40,635           |
| Health Benefits                      |                  | 915,036            |                  | 710,005          |                  | 693,745          |
| PEHP                                 |                  | 146,256            |                  | 81,360           |                  | 67,464           |
| Overtime & Shift Differential        |                  | 58,500             |                  | 41,000           |                  | 38,500           |
| FICA                                 |                  | 258,944            |                  | 192,173          |                  | 203,749          |
| Miscellaneous                        |                  | 9,940              |                  | 6,860            |                  | 7,000            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>1,784,838</b>   |                  | <b>1,294,791</b> |                  | <b>1,313,638</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>67.00</b>     | <b>5,129,820 *</b> | <b>52.00</b>     | <b>3,901,844</b> | <b>49.00</b>     | <b>3,949,083</b> |

\* FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**ADMINISTRATION**  
**Director of Administration**  
**Index #021000**

**ORIGIN/PURPOSE:**

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

**FY 2017 MISSION:**

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

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 286,938                  | 291,684                  | 281,046                              | 282,710                                 | 282,710                  |
| 20 CONTRACTUAL SERVICES             | 33,845                   | 34,789                   | 66,500                               | 66,500                                  | 66,500                   |
| 30 SUPPLIES AND MATERIALS           | 2,659                    | 17,385                   | 4,750                                | 4,750                                   | 4,750                    |
| 40 BUSINESS AND TRAVEL              | 31,270                   | 33,109                   | 36,100                               | 37,350                                  | 37,350                   |
| 50 CAPITAL OUTLAY                   | 0                        | 1,480                    |                                      | 0                                       | 0                        |
| 70 MISCELLANEOUS                    | 243,716                  | 102,250                  | 120,000                              | 245,000                                 | 245,000                  |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 27                       | 595                      | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>598,455</b>           | <b>481,292</b>           | <b>508,396</b>                       | <b>636,310</b>                          | <b>636,310</b>           |

**FUNDING SOURCE:**

|            |                |                |                |                |                |
|------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL | <b>598,455</b> | <b>481,292</b> | <b>508,396</b> | <b>636,310</b> | <b>636,310</b> |
|------------|----------------|----------------|----------------|----------------|----------------|

|                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>ADMINISTRATION</b><br/> <b>Director of Administration</b><br/> <b>Index #021000</b></p> |
|---------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                      |
|--------------|--------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 281,046      | 282,710      | 1,664         | <p><u>PERSONAL SERVICES</u> increase \$1,664</p> <p>This increase is the net result of the FY 17 Merit Salary increase of 3% along with an anticipated cost increase in health benefits, offset by a decrease in post employment health benefits (PEHP).</p> |
| 36,100       | 37,350       | 1,250         | <p><u>BUSINESS AND TRAVEL</u> increase \$1,250</p> <p>Increase in Vehicle Maintenance and Fuel based on actual expense history.</p>                                                                                                                          |
| 120,000      | 245,000      | 125,000       | <p><u>MISCELLANEOUS</u> increase \$125,000</p> <p>Contributions increase for a one-time contribution to the Susquehanna Hose Company for a fire boat. Remaining funds are for various other non-profits.</p>                                                 |

# DIVISION STAFF SUMMARY

Director of Administration

Index #021000

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Secretary III         | 1.00             | 65,000           | 1.00             | 66,000         | 1.00             | 67,980         |
| Director of Administration           | 1.00             | 139,925          | 1.00             | 129,000        | 1.00             | 131,500        |
| <b>SALARY TOTAL</b>                  | <b>2.00</b>      | <b>204,925</b>   | <b>2.00</b>      | <b>195,000</b> | <b>2.00</b>      | <b>199,480</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension & Retirement                 |                  | 20,493           |                  | 19,500         |                  | 19,948         |
| Workers' Compensation                |                  | 471              |                  | 371            |                  | 678            |
| Health Benefits                      |                  | 41,040           |                  | 42,588         |                  | 44,122         |
| PEHP                                 |                  | 0                |                  | 9,040          |                  | 3,748          |
| FICA                                 |                  | 14,255           |                  | 14,267         |                  | 14,454         |
| Miscellaneous                        |                  | 280              |                  | 280            |                  | 280            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>76,539</b>    |                  | <b>86,046</b>  |                  | <b>83,230</b>  |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>2.00</b>      | <b>281,464 *</b> | <b>2.00</b>      | <b>281,046</b> | <b>2.00</b>      | <b>282,710</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

|                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>ADMINISTRATION</b><br/> <b>Efficiency and Innovation</b><br/> <b>Index #021500</b></p> |
|--------------------------------------------------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

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

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

**FY 17 GOALS**

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

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 174,447          | 179,980          | 0                           | 190,818                        | 190,818          |
| 20 CONTRACTUAL SERVICES             | 685              | 7,050            | 0                           | 50,240                         | 50,240           |
| 30 SUPPLIES AND MATERIALS           | 11,339           | 1,333            | 0                           | 8,300                          | 8,300            |
| 40 BUSINESS AND TRAVEL              | 1,402            | 910              | 0                           | 3,000                          | 3,000            |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 836              | 357              | 0                           | 1,100                          | 1,100            |
| <b>GRAND TOTAL</b>                  | <b>188,709</b>   | <b>189,630</b>   | <b>0</b>                    | <b>253,458</b>                 | <b>253,458</b>   |

**FUNDING SOURCE:**

|            |         |         |   |         |         |
|------------|---------|---------|---|---------|---------|
| 11 GENERAL | 188,709 | 189,630 | 0 | 253,458 | 253,458 |
|------------|---------|---------|---|---------|---------|



|                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>ADMINISTRATION</b><br/> <b>Efficiency and Innovation</b><br/> <b>Index #021500</b></p> |
|--------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| FY 16 | FY 17   | CHANGE  | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                 |
|-------|---------|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 0     | 190,818 | 190,818 | <u>PERSONAL SERVICES</u> increase \$190,818<br>Increase is the net result of an FY 17 Merit Salary increase of 3% and two (2) positions transferred in from Procurement due to Executive Order #16-03 as well as funding for post employment health plan (PEHP). |
| 0     | 50,240  | 50,240  | <u>CONTRACTUAL SERVICES</u> increase \$50,240<br>Funds provide for telephone service and contractual efficiency studies.                                                                                                                                         |
| 0     | 8,300   | 8,300   | <u>SUPPLIES AND MATERIALS</u> increase \$8,300<br>Funding provides for office supplies, commercial printing, mailing, etc.                                                                                                                                       |
| 0     | 3,000   | 3,000   | <u>BUSINESS AND TRAVEL</u> increase \$3,000<br>Funding provides for mileage, parking and tolls, transportation costs, meals, lodging, membership fees and dues and training seminars.                                                                            |
| 0     | 1,100   | 1,100   | <u>INTER-GOVERNMENTAL/INTERFUND</u> increase \$1,100<br>Funding to cover rental of pool car.                                                                                                                                                                     |

**DIVISION STAFF SUMMARY**  
**Efficiency and Innovation**  
**Index #021500**

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES | POSITIONS        | SALARIES       |
| Administrative Specialist II         | 1.00             | 46,091           | 0.00             | 0        | 1.00             | 49,931         |
| Chief, Efficiency and Innovation     | 1.00             | 66,872           | 0.00             | 0        | 1.00             | 73,404         |
| <b>SALARY TOTAL</b>                  | <b>2.00</b>      | <b>112,963</b>   | <b>0.00</b>      | <b>0</b> | <b>2.00</b>      | <b>123,335</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |          |                  |                |
| Pension & Retirement                 |                  | 11,296           |                  | 0        |                  | 12,334         |
| Workers' Compensation                |                  | 260              |                  | 0        |                  | 419            |
| Health Benefits                      |                  | 41,040           |                  | 0        |                  | 41,267         |
| FICA                                 |                  | 8,642            |                  | 0        |                  | 9,435          |
| PEHP                                 |                  | 4,432            |                  | 0        |                  | 3,748          |
| Miscellaneous                        |                  | 280              |                  | 0        |                  | 280            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>65,950</b>    |                  | <b>0</b> |                  | <b>67,483</b>  |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>2.00</b>      | <b>178,913 *</b> | <b>0.00</b>      | <b>0</b> | <b>2.00</b>      | <b>190,818</b> |

**\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts**

Per Executive Order 16-03 the functions and responsibilities of Efficiency and Innovation were transferred to the Director of Administration from the Department of Procurement

## EFFICIENCY & INNOVATION OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To create a culture of efficiency to ensure the efficient use and reuse of County resources through innovative solutions

### **Department Objective**

To develop strategies to measure and manage efficiency

### **County Goal(s) Supported**

#### **III. Efficient County Government**

| Measure                                                        | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimated 2017 |
|----------------------------------------------------------------|-------------|-------------|-------------|-------------|----------------|
| <b><u>Input:</u></b>                                           |             |             |             |             |                |
| Full-time staff assigned                                       | NA*         | NA*         | NA*         | 2           | 2              |
| <b><u>Output:</u></b>                                          |             |             |             |             |                |
| Performance management tracking tool                           | NA*         | NA*         | NA*         | Created     | Revise         |
| <b><u>Efficiency:</u></b>                                      |             |             |             |             |                |
| Innovation Team meetings                                       | NA*         | NA*         | NA*         | 0           | 1              |
| Performance management strategy meetings                       | NA*         | NA*         | NA*         | 30          | 15             |
| Number of performance management tools tracked                 | NA*         | NA*         | NA*         | 107         | 107            |
| <b><u>Service Quality:</u></b>                                 |             |             |             |             |                |
| Performance measures reviewed annually                         | NA*         | NA*         | NA*         | 0           | 30             |
| <b><u>Outcome:</u></b>                                         |             |             |             |             |                |
| Percentage of performance measures exceeding expected outcomes | NA*         | NA*         | NA*         | Unknown     | 25%            |

\* The Division of Efficiency & Innovation was created in FY16.

### **Explanation and Analysis of Performance Measures**

The goal is to develop a culture of efficiency at the County and a performance management program to establish a comprehensive framework to continually evaluate and management efficiency measures. The program is still developing with the goal of FY 17 to further define goals, objectives, and performance measures in addition to exploring an employee engagement element.

**ADMINISTRATION**  
**Facilities and Operations**  
**Index #022000**

**ORIGIN/PURPOSE:**

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

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

**FY 17 GOAL**

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

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 2,131,162        | 2,136,404        | 2,663,273                   | 2,738,999                      | 2,738,999        |
| 20 CONTRACTUAL SERVICES             | 1,272,743        | 1,050,026        | 1,583,565                   | 1,456,135                      | 1,456,135        |
| 30 SUPPLIES AND MATERIALS           | 247,917          | 277,651          | 245,200                     | 267,300                        | 267,300          |
| 40 BUSINESS AND TRAVEL              | 53,906           | 62,770           | 62,900                      | 70,900                         | 71,900           |
| 50 CAPITAL OUTLAY                   | 51,709           | 2,708            | 0                           | 0                              | 0                |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 150              | 0                | 0                           | 0                              | 0                |
| <b>GRAND TOTAL</b>                  | <b>3,757,587</b> | <b>3,529,559</b> | <b>4,554,938</b>            | <b>4,533,334</b>               | <b>4,534,334</b> |

**FUNDING SOURCE:**

|            |                  |                  |                  |                  |                  |
|------------|------------------|------------------|------------------|------------------|------------------|
| 11 GENERAL | <b>3,757,587</b> | <b>3,529,559</b> | <b>4,554,938</b> | <b>4,533,334</b> | <b>4,534,334</b> |
|------------|------------------|------------------|------------------|------------------|------------------|

|                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>ADMINISTRATION</b><br/> <b>Facilities and Operations</b><br/> <b>Index #022000</b></p> |
|--------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| FY 16     | FY 17     | CHANGE    | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------|-----------|-----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2,663,273 | 2,738,999 | 75,726    | <p><u>PERSONAL SERVICES</u> increase \$75,726</p> <p>Increase is the net result of the FY 17 Merit Salary increase of 3% and additional funds provided for workers' compensation and the creation of one (1) Administrative Specialist I position. This increase was offset by health benefits, shift differential, PEHP (Post Employment Health Plan) and the abolishment of one (1) Maintenance Supervisor position</p>                                                                                                                                                                           |
| 1,583,565 | 1,456,135 | (127,430) | <p><u>CONTRACTUAL SERVICES</u> decrease (\$127,430)</p> <p>Adjustments were made to various contractual services due to funds reallocated from Facilities and Operations to Parks &amp; Recreation for grounds maintenance and snow removal, elimination of Frame Relay for telephone services and the elimination of one-time funds for contractual services. Additional funds for Building and Custodial Services, Security Systems, and Water and Sewer adjustments for additional Parks &amp; Recreation facilities along with other professional services based on actual expense history.</p> |
| 245,200   | 267,300   | 22,100    | <p><u>SUPPLIES &amp; MATERIALS</u> increase \$22,100</p> <p>Increase in funds for Equipment Repair Parts and Building Supplies based on actual expense history.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 62,900    | 71,900    | 9,000     | <p><u>BUSINESS AND TRAVEL</u> increase \$9,000</p> <p>Increase is the net result of additional funds required for Vehicle Maintenance based on actual expense history as well as training, seminars and courses to provide employees the opportunity for an apprenticeship course through Harford Community College.</p>                                                                                                                                                                                                                                                                            |

**DIVISION STAFF SUMMARY**  
**Facilities and Operations**  
**Index #022000**

| POSITION TITLE                            | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|-------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Administrative Assistant I                | 1.00             | 49,082           | 0.00             | 0                | 0.00             | 0                |
| Administrative Assistant II               | 1.00             | 50,034           | 2.00             | 96,505           | 3.00             | 152,531 A        |
| Administrative Specialist I               | 0.00             | 0                | 1.00             | 68,259           | 1.00             | 64,102 B         |
| Asset Manager                             | 0.00             | 0                | 1.00             | 73,587           | 1.00             | 75,794           |
| Assistant Supervisor of Custodial Workers | 1.00             | 51,426           | 1.00             | 52,426           | 1.00             | 53,999           |
| Central Stores Coordinator                | 0.00             | 0                | 0.00             | 0                | 1.00             | 34,093 C         |
| Chief, Facilities and Operations          | 1.00             | 74,256           | 1.00             | 86,000           | 1.00             | 88,580           |
| Custodial Worker I                        | 2.00             | 56,190           | 3.00             | 82,694           | 3.00             | 85,175           |
| Custodial Worker II                       | 4.00             | 117,773          | 5.00             | 153,865          | 5.00             | 159,511          |
| Lead Maintenance Mechanic                 | 0.00             | 0                | 0.00             | 0                | 2.00             | 91,043 D         |
| Lead Maintenance Worker                   | 0.00             | 0                | 0.00             | 0                | 2.00             | 94,098 E         |
| Maintenance Mechanic I                    | 0.00             | 0                | 1.00             | 38,089           | 0.00             | 0                |
| Maintenance Mechanic II                   | 4.00             | 190,579          | 7.00             | 323,403          | 6.00             | 295,350          |
| Maintenance Supervisor                    | 2.00             | 138,366          | 1.00             | 53,800           | 0.00             | 0 F              |
| Maintenance Worker I                      | 1.00             | 26,200           | 3.00             | 85,400           | 3.00             | 109,667          |
| Maintenance Worker II                     | 8.00             | 336,328          | 8.00             | 343,158          | 5.00             | 228,803          |
| Management Assistant II                   | 1.00             | 88,091           | 1.00             | 89,091           | 1.00             | 91,764           |
| Supervisor of Custodial Workers           | 1.00             | 56,621           | 1.00             | 57,621           | 1.00             | 60,834           |
| Superintendent of Facilities & Ops        | 0.00             | 0                | 1.00             | 65,000           | 1.00             | 68,382           |
| <b>TOTAL FULL-TIME SALARIES</b>           | 27.00            | 1,234,946        | 37.00            | 1,668,898        | 37.00            | 1,753,726        |
| <b>PART-TIME SALARIES</b>                 |                  |                  |                  |                  |                  |                  |
| Custodial Worker I                        | 1.50             | 34,804           | 0.00             | 0                | 0.00             | 0                |
| Custodial Worker II                       | 1.50             | 45,402           | 0.00             | 0                | 0.00             | 0                |
| <b>TOTAL PART-SALARIES</b>                | 3.00             | 80,206           | 0.00             | 0                | 0.00             | 0                |
| <b>TEMPORARY SALARIES</b>                 |                  | 30,000           |                  | 43,900           |                  | 56,255           |
| <b>SALARY TOTAL</b>                       | <b>30.00</b>     | <b>1,345,152</b> | <b>37.00</b>     | <b>1,712,798</b> | <b>37.00</b>     | <b>1,809,981</b> |

**DIVISION STAFF SUMMARY**  
**Facilities and Operations**  
**Index #022000**

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                 |                  | 133,047            |                  | 171,280          |                  | 179,999          |
| Workers' Compensation                |                  | 35,623             |                  | 17,646           |                  | 36,623           |
| Health Benefits                      |                  | 378,211            |                  | 526,823          |                  | 474,696          |
| PEHP                                 |                  | 48,752             |                  | 54,240           |                  | 52,472           |
| Overtime and Shift Differential      |                  | 41,000             |                  | 41,000           |                  | 38,500           |
| FICA                                 |                  | 106,041            |                  | 134,166          |                  | 141,408          |
| Miscellaneous                        |                  | 4,760              |                  | 5,320            |                  | 5,320            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>747,434</b>     |                  | <b>950,475</b>   |                  | <b>929,018</b>   |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>30.00</b>     | <b>2,092,586 *</b> | <b>37.00</b>     | <b>2,663,273</b> | <b>37.00</b>     | <b>2,738,999</b> |

**\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts**

- A - One (1) vacant Administrative Specialist I filled as an Administrative Assistant II
- B - One (1) Administrative Specialist I position was created/transferred from an abolished position in ICT
- C - One (1) Maintenance Worker II position was reclassified to Central Stores Coordinator
- D - Two (2) Maintenance Mechanic II positions were reclassified to new classification Lead Maintenance Mechanic
- E - Two (2) Maintenance Worker II positions were reclassified to new classification Lead Maintenance Worker
- F - One (1) vacant Maintenance Supervisor position was abolished through attrition

## DEPARTMENT OF ADMINISTRATION - FACILITIES & OPERATIONS

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To support the County's goal of investing in our workforce to grow our employees, reduce maintenance costs and retain our talented and dedicated employees.

#### **Department Objective**

Provide training and certification opportunities for employee advancement to include the implementation of a trades apprenticeship program.

#### **County Goal(s) Supported**

II. Investing in our workforce

| Measure                                                  | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|----------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                     |             |             |             |             |               |
| Number of employees                                      | NA*         | NA*         | NA*         | 36          | 36            |
| Dollars allocated to continuing education                | NA*         | NA*         | NA*         | \$500       | \$4,500       |
| <b><u>Efficiency:</u></b>                                |             |             |             |             |               |
| Number of employees registered                           | NA*         | NA*         | NA*         | 5           | 6             |
| Number of employees in apprentice program                | NA*         | NA*         | NA*         | 0           | 2             |
| <b><u>Service Quality:</u></b>                           |             |             |             |             |               |
| Number of work orders completed by staff vs. contractual | NA*         | NA*         | NA*         | 81          | 100           |
| <b><u>Outcome:</u></b>                                   |             |             |             |             |               |
| Number of certifications obtained                        | NA*         | NA*         | NA*         | 5           | 3             |
| Savings using employees vs. contractors                  | NA*         | NA*         | NA*         | \$18,801    | \$30,000      |

\*NA - New performance measure

#### **Explanation and Analysis of Performance Measures**

The goal is to invest in and grow our workforce which will result in a cost avoidance and a reduction in the use of contractors.



## DEPARTMENT OF ADMINISTRATION - FACILITIES & OPERATIONS

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To support the County's goals and objectives of efficiency and strengthening our community by providing safe, well maintained facilities in a fiscally responsible manner.

#### **Department Objective**

To complete non preventative maintenance in a timely manner maximizing rebates to reduce costs and maintain safe and efficient facilities.

#### **County Goal(s) Supported**

- I. Fiscal Balance and Efficiency
- III. Strengthen our Communities

| Measure                              | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|--------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                 |             |             |             |             |               |
| Number of Employees                  | NA*         | NA*         | NA*         | 36          | 36            |
| Number of square feet maintained     | NA*         | NA*         | NA*         | 1,222,791   | 1,233,791     |
| <b><u>Output:</u></b>                |             |             |             |             |               |
| Number of work orders                | NA*         | NA*         | NA*         | 20,000      | 25,000        |
| Number of rebates utilized           | NA*         | NA*         | NA*         | 5           | 6             |
| <b><u>Efficiency:</u></b>            |             |             |             |             |               |
| Average labor cost per work order    | NA*         | NA*         | NA*         | \$124       | \$122         |
| Maintenance cost per square foot     | NA*         | NA*         | NA*         | \$3.34      | \$3.30        |
| <b><u>Service Quality:</u></b>       |             |             |             |             |               |
| Number of completed work orders      | NA*         | NA*         | NA*         | 3,200       | 3,500         |
| Percentage of work orders completed  | NA*         | NA*         | NA*         | 91%         | 95%           |
| <b><u>Outcome:</u></b>               |             |             |             |             |               |
| Average age of completed work orders | NA*         | NA*         | NA*         | 5 days      | 4 days        |
| Cost avoidance for rebates           | NA*         | NA*         | NA*         | \$1,000     | \$2,500       |

\*NA - New performance measure

#### **Explanation and Analysis of Performance Measures**

The goal is to ensure that County facilities are safe, reliable, clean, well maintained and operating at peak efficiency for the use by citizens of Harford County and employees while implementing cost saving strategies.

## DEPARTMENT OF ADMINISTRATION - FACILITIES & OPERATIONS

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To support the County's goals and objectives of Fiscal Balance and Efficiency through the sale of County surplus property, scrap metals and reuse of County property.

#### **Department Objective**

Preserve County funds through the sale or reuse of County surplus property.

#### **County Goal(s) Supported**

I. Fiscal Balance and Efficiency

| Measure                                                              | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|----------------------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                                 |             |             |             |             |               |
| Number of employees                                                  | NA*         | NA*         | NA*         | 2           | 2             |
| <b><u>Output:</u></b>                                                |             |             |             |             |               |
| Number of items surplused                                            | NA*         | NA*         | NA*         | 550         | 400           |
| <b><u>Efficiency:</u></b>                                            |             |             |             |             |               |
| Percent of surplus items sold or reused                              | NA*         | NA*         | NA*         | 30%         | 50%           |
| <b><u>Service Quality:</u></b>                                       |             |             |             |             |               |
| Percent of auctions resulting in sales on the Public Surplus website | NA*         | NA*         | NA*         | 75%         | 75%           |
| <b><u>Outcome:</u></b>                                               |             |             |             |             |               |
| Amount of revenue generated from Public Surplus website              | NA*         | NA*         | NA*         | \$10,100    | \$15,000      |
| Amount of revenue generated from sale of scrap metal                 | NA*         | NA*         | NA*         | \$2,350     | \$2,500       |
| Total dollars saved through the reuse of surplus property            | NA*         | NA*         | NA*         | \$101,400   | \$75,000      |

#### **Explanation and Analysis of Performance Measures**

Savings to the County through the sale of surplus property on the public surplus website and through the reuse of County property.

## DEPARTMENT OF ADMINISTRATION - FACILITIES & OPERATIONS

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To support the County's goals and objectives of fiscal balance and efficiency and strengthening our communities by providing safe and sanitary facilities.

#### **Department Objective**

To continue to provide clean, safe, sanitary facilities for the public and employees.

#### **County Goal(s) Supported**

I. Fiscal Balance and Efficiency

III. Strengthen our communities

| Measure                                                  | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016    | Estimate 2017 |
|----------------------------------------------------------|-------------|-------------|-------------|----------------|---------------|
| <b><u>Input:</u></b>                                     |             |             |             |                |               |
| Number of employees                                      | NA*         | NA*         | NA*         | 9              | 9             |
| Number of contracts                                      | NA*         | NA*         | NA*         | 2              | 2             |
| <b><u>Output:</u></b>                                    |             |             |             |                |               |
| Number of facilities                                     | NA*         | NA*         | NA*         | 16             | 16            |
| Square footage                                           | NA*         | NA*         | NA*         | 364,329        | 364,329       |
| <b><u>Efficiency:</u></b>                                |             |             |             |                |               |
| Number of special requests completed                     | NA*         | NA*         | NA*         | 45 (19 floods) | 50            |
| Response time to emergency clean-ups                     | NA*         | NA*         | NA*         | 1 day          | 1 day         |
| <b><u>Service Quality:</u></b>                           |             |             |             |                |               |
| Cost per square foot by employees                        | NA*         | NA*         | NA*         | \$1.17         | \$1.17        |
| Cost per square foot by contracts                        | NA*         | NA*         | NA*         | \$1.51         | \$1.51        |
| <b><u>Outcome:</u></b>                                   |             |             |             |                |               |
| Cost avoidance for water resoration and mold remediation | NA*         | NA*         | NA*         | \$17,500       | \$20,000      |

\*NA - New performance measure

#### **Explanation and Analysis of Performance Measures**

The goal is to provide clean, safe and sanitary facilities to include special requests, mold remediation and water restoration and provide appropriate training to employees to provide these services.

## DEPARTMENT OF ADMINISTRATION - FACILITIES & OPERATIONS

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To support the County's goals and objectives of fiscal balances and efficiency and strengthening of communities by providing mail service and operation of the County's switchboard.

#### **Department Objective**

To advance the Department's goal by improving, sorting and distributing mail in a timely manner and continuing to provide excellent switchboard customer service.

#### **County Goal(s) Supported**

- I. Fiscal Balance and Efficiency
- III. Strengthen our communities

| Measure                                           | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|---------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                              |             |             |             |             |               |
| Number of employees                               | NA*         | NA*         | NA*         | 4           | 4             |
| Number of agencies served                         | NA*         | NA*         | NA*         | 34          | 34            |
| <b><u>Output:</u></b>                             |             |             |             |             |               |
| Pieces of mail processed                          | NA*         | NA*         | NA*         | 405,000     | 405,000       |
| Number of phone calls received                    | NA*         | NA*         | NA*         | 36,200      | 36,500        |
| <b><u>Efficiency:</u></b>                         |             |             |             |             |               |
| Cost to process piece of mail                     | NA*         | NA*         | NA*         | \$0.48      | \$0.49        |
| Number of phone calls successfully transferred    | NA*         | NA*         | NA*         | 35,800      | 36,100        |
| <b><u>Service Quality:</u></b>                    |             |             |             |             |               |
| Number of tax and water invoices processed        | NA*         | NA*         | NA*         | 240,000     | 243,000       |
| <b><u>Outcome:</u></b>                            |             |             |             |             |               |
| Percentage increase of switchboard calls received | NA*         | NA*         | NA*         | 3%          | 3%            |

\*NA - New performance measure

#### **Explanation and Analysis of Performance Measures**

The goal is to continue to improve customer service when assisting the public in correctly identifying their need and transferring their call and increase efficiency in mail service operations.

## DEPARTMENT OF ADMINISTRATION - FACILITIES & OPERATIONS

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To support the County's goals and objectives of fiscal balance and efficiency by reducing capital projects and increasing preventative maintenance services to County facilities and related equipment.

#### **Department Objective**

To sustain and extend equipment lifecycles by increasing the number of routine preventative maintenance services to building equipment and systems.

#### **County Goal(s) Supported**

- I. Fiscal Balance and Efficiency
- III. Strengthen our communities

| Measure                                                                  | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|--------------------------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                                     |             |             |             |             |               |
| Number of employees                                                      | NA*         | NA*         | NA*         | 36          | 36            |
| Number of facilities                                                     | NA*         | NA*         | NA*         | 149         | 150           |
| <b><u>Output:</u></b>                                                    |             |             |             |             |               |
| Develop preventative maintenance schedule                                | NA*         | NA*         | NA*         | Completed   | Revised       |
| <b><u>Efficiency:</u></b>                                                |             |             |             |             |               |
| Number of preventative maintenance services scheduled                    | NA*         | NA*         | NA*         | 101         | 120           |
| Number of preventative maintenance hours                                 | NA*         | NA*         | NA*         | 160         | 150           |
| <b><u>Service Quality:</u></b>                                           |             |             |             |             |               |
| Work hours per preventative maintenance service                          | NA*         | NA*         | NA*         | 1.5         | 1.25          |
| Cost per preventative maintenance service                                | NA*         | NA*         | NA*         | \$316.10    | \$315.00      |
| <b><u>Outcome:</u></b>                                                   |             |             |             |             |               |
| Percent of preventative maintenance services completed                   | NA*         | NA*         | NA*         | 95%         | 96%           |
| Number of days preventative maintenance service completed when scheduled | NA*         | NA*         | NA*         | 7           | 6             |

\*NA - New performance measure

#### **Explanation and Analysis of Performance Measures**

By increasing the number of preventative maintenance services provided at County facilities, the equipment and systems will sustain and possibly exceed their life cycles, thereby reducing the number of capital projects and assist in determining where funding should be located.

|                                                                                                                 |
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| <p style="text-align: center;"><b>ADMINISTRATION</b><br/> <b>Central Services</b><br/> <b>Index #023100</b></p> |
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**ORIGIN/PURPOSE:**

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

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 230,704          | 243,098          | 236,599                     | 242,517                        | 242,517          |
| 20 CONTRACTUAL SERVICES             | 107,573          | 109,950          | 110,500                     | 114,500                        | 114,500          |
| 30 SUPPLIES AND MATERIALS           | 213,503          | 203,295          | 281,585                     | 291,750                        | 291,750          |
| 50 CAPITAL OUTLAY                   | 24,750           | 0                | 0                           | 0                              | 0                |
|                                     | <hr/>            | <hr/>            | <hr/>                       | <hr/>                          | <hr/>            |
| <b>GRAND TOTAL</b>                  | <b>576,530</b>   | <b>556,343</b>   | <b>628,684</b>              | <b>648,767</b>                 | <b>648,767</b>   |
|                                     | <hr/> <hr/>      | <hr/> <hr/>      | <hr/> <hr/>                 | <hr/> <hr/>                    | <hr/> <hr/>      |

**FUNDING SOURCE:**

|            |                |                |                |                |                |
|------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL | <hr/>          | <hr/>          | <hr/>          | <hr/>          | <hr/>          |
|            | <b>576,530</b> | <b>556,343</b> | <b>628,684</b> | <b>648,767</b> | <b>648,767</b> |
|            | <hr/> <hr/>    | <hr/> <hr/>    | <hr/> <hr/>    | <hr/> <hr/>    | <hr/> <hr/>    |

|                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>ADMINISTRATION</b><br/> <b>Central Services</b><br/> <b>Index #023100</b></p> |
|-----------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                    |
|--------------|--------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 236,599      | 242,517      | 5,918         | <p><u>PERSONAL SERVICES</u> increase \$5,918</p> <p>Increase is the net result of the FY 17 Merit Salary increase of 3% and health benefits, offset by turnover and PEHP (Post Employment Health Plan)</p> |
| 110,500      | 114,500      | 4,000         | <p><u>CONTRACTUAL SERVICES</u> increase \$4,000</p> <p>Increase for Telephone Service based on actual expense history slightly offset by the elimination of copier lease.</p>                              |
| 281,585      | 291,750      | 10,165        | <p><u>MATERIALS &amp; SERVICES</u> increase \$10,165</p> <p>General Office Mailing increase based on actual expense history.</p>                                                                           |

**DIVISION STAFF SUMMARY**  
**Central Services**  
**Index #023100**

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Central Services Operator            | 3.00             | 103,064          | 0                | 0              | 1.00             | 28,325 A       |
| Central Services Specialist          | 0.00             | 0                | 3.00             | 114,948        | 2.00             | 83,274         |
| Supervisor, Central Services         | 0.00             | 0                | 0.00             | 0              | 1.00             | 47,045 B       |
| Team Leader III                      | 1.00             | 42,500           | 1.00             | 43,500         | 0.00             | 0              |
| <b>SALARY TOTAL</b>                  | <b>4.00</b>      | <b>145,564</b>   | <b>4.00</b>      | <b>158,448</b> | <b>4.00</b>      | <b>158,644</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension & Retirement                 |                  | 14,556           |                  | 15,845         |                  | 15,864         |
| Workers' Compensation                |                  | 3,515            |                  | 947            |                  | 1,745          |
| Health Benefits                      |                  | 38,287           |                  | 39,638         |                  | 46,072         |
| PEHP                                 |                  | 8,864            |                  | 9,040          |                  | 7,496          |
| FICA                                 |                  | 11,136           |                  | 12,121         |                  | 12,136         |
| Miscellaneous                        |                  | 560              |                  | 560            |                  | 560            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>76,918</b>    |                  | <b>78,151</b>  |                  | <b>83,873</b>  |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>4.00</b>      | <b>222,482 *</b> | <b>4.00</b>      | <b>236,599</b> | <b>4.00</b>      | <b>242,517</b> |

**\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) vacant Central Services Specialist filled as a Central Services Operator

B - One (1) Team Leader III reclassified to Supervisor, Central Services



|                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>ADMINISTRATION</b><br/> <b>Budget &amp; Management Research</b><br/> <b>Index #024000</b></p> |
|---------------------------------------------------------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

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

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

**FY 17 GOAL:**

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

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 680,190          | 659,521          | 479,305                     | 494,039                        | 494,039          |
| 20 CONTRACTUAL SERVICES             | 7,462            | 6,210            | 7,550                       | 7,400                          | 7,400            |
| 30 SUPPLIES AND MATERIALS           | 14,540           | 12,479           | 17,050                      | 17,050                         | 17,050           |
| 40 BUSINESS AND TRAVEL              | 804              | 1,058            | 1,775                       | 1,775                          | 1,775            |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 0                | 360              | 0                           | 0                              | 0                |
| <b>GRAND TOTAL</b>                  | <b>702,996</b>   | <b>679,628</b>   | <b>505,680</b>              | <b>520,264</b>                 | <b>520,264</b>   |

**FUNDING SOURCE:**

|            |         |         |         |         |         |
|------------|---------|---------|---------|---------|---------|
| 11 GENERAL | 702,996 | 679,628 | 505,680 | 520,264 | 520,264 |
|------------|---------|---------|---------|---------|---------|

|                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>ADMINISTRATION</b><br/> <b>Budget &amp; Management Research</b><br/> <b>Index #024000</b></p> |
|---------------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                            |
|--------------|--------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 479,305      | 494,039      | 14,734        | <p><u>PERSONAL SERVICES</u> increase \$14,734</p> <p>Increase is the net result of the FY 17 Merit Salary increase of 3% and additional funds provided for health benefits, pension, and FICA.</p> |
| 7,550        | 7,400        | (150)         | <p><u>CONTRACTUAL SERVICES</u> decrease (\$150)</p> <p>Office Equipment, Telephone Service and Fax Service were adjusted based on actual expense history.</p>                                      |

**DIVISION STAFF SUMMARY**  
**Budget and Management Research**  
**Index #024000**

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Chief, Budget & Management Research  | 1.00             | 109,905          | 1.00             | 110,905        | 1.00             | 114,232        |
| Grants Administrator                 | 1.00             | 65,520           | 0.00             | 0              | 0.00             | 0              |
| Management Assistant II              | 1.00             | 61,000           | 0.00             | 0              | 0.00             | 0              |
| Senior Budget Analyst                | 3.00             | 231,227          | 3.00             | 260,570        | 3.00             | 229,773        |
| <b>SALARY TOTAL</b>                  | <b>6.00</b>      | <b>467,652</b>   | <b>4.00</b>      | <b>371,475</b> | <b>4.00</b>      | <b>344,005</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension & Retirement                 |                  | 46,765           |                  | 24,399         |                  | 34,400         |
| Workers' Compensation                |                  | 1,076            |                  | 464            |                  | 1,170          |
| Health Benefits                      |                  | 123,120          |                  | 63,882         |                  | 87,588         |
| PEHP                                 |                  | 4,432            |                  | 0              |                  | 0              |
| Overtime                             |                  | 0                |                  | 0              |                  | 0              |
| FICA                                 |                  | 35,775           |                  | 18,665         |                  | 26,316         |
| Miscellaneous                        |                  | 840              |                  | 420            |                  | 560            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>212,008</b>   |                  | <b>107,830</b> |                  | <b>150,034</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>6.00</b>      | <b>679,660 *</b> | <b>4.00</b>      | <b>479,305</b> | <b>4.00</b>      | <b>494,039</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

|                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>ADMINISTRATION</b><br/> <b>Citizen Affairs and Administrative Services</b><br/> <b>Index #025500</b></p> |
|--------------------------------------------------------------------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

This division was created by Executive Order 14-06 and is administered by the Chief, Citizen Affairs and Administrative Services who reports directly to the Director of Administration. The primary responsibilities of this division include the coordination, control and oversight of the investigation, research and resolution of citizen issues and concerns regarding the application of governmental policies, laws and programs. Additional responsibilities will include acting as a liaison between the County Executive and various community councils and providing assistance on constituent matters to the Harford County Council.

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 0                | 0                | 241,621                     | 0                              | 0                |
| 20 CONTRACTUAL SERVICES             | 0                | 0                | 70,400                      | 0                              | 0                |
| 30 SUPPLIES AND MATERIALS           | 0                | 0                | 8,550                       | 0                              | 0                |
| 40 BUSINESS AND TRAVEL              | 0                | 0                | 5,200                       | 0                              | 0                |
| 70 MISCELLANEOUS                    | 0                | 0                | 169,900                     | 0                              | 0                |
| 80 INTERGOVERNMENTAL/INTERFUND      | 0                | 0                | 2,500                       | 0                              | 0                |
| <b>GRAND TOTAL</b>                  | <b>0</b>         | <b>0</b>         | <b>498,171</b>              | <b>0</b>                       | <b>0</b>         |

**FUNDING SOURCE:**

|            |   |   |         |   |   |
|------------|---|---|---------|---|---|
| 11 GENERAL | 0 | 0 | 498,171 | 0 | 0 |
|------------|---|---|---------|---|---|

|                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>ADMINISTRATION</b><br/> <b>Citizen Affairs and Administrative Services</b><br/> <b>Index #025500</b></p> |
|--------------------------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b>                                                                                                                                                                                                                           | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Per Executive Order 16-03 the Division of Citizen Affairs and Administrative Services was transferred to the Office of Governmental and Community Relations and title changed to Division of Citizen Affairs and Agricultural Services |              |               |                                                                                                                                                                                                                                                                                                  |
| 241,621                                                                                                                                                                                                                                | 0            | (241,621)     | <u>PERSONAL SERVICES</u> decrease (\$241,621)<br>Two (2) positions transferred to Office of Governmental and Community Relations - Division of Citizen Affairs and Agricultural Services per Executive Order 16-03.                                                                              |
| 70,400                                                                                                                                                                                                                                 | 0            | (70,400)      | <u>CONTRACTUAL SERVICES</u> decrease (\$70,400)<br>Decrease due to funds for office equipment, telephone service, management services, other professional services, etc., transferred to Office of Governmental and Community Relations - Division of Citizen Affairs and Agricultural Services. |
| 8,550                                                                                                                                                                                                                                  | 0            | (8,550)       | <u>SUPPLIES &amp; MATERIALS</u> decrease (\$8,550)<br>Funds for supplies and materials were transferred to Office of Governmental and Community Relations - Division of Citizen Affairs and Agricultural Services.                                                                               |
| 5,200                                                                                                                                                                                                                                  | 0            | (5,200)       | <u>BUSINESS &amp; TRAVEL</u> decrease (\$5,200)<br>Funds for mileage, lodging, training seminars, and membership fees were transferred to Office of Governmental and Community Relations - Division of Citizen Affairs and Agricultural Services.                                                |
| 169,900                                                                                                                                                                                                                                | 0            | (169,900)     | <u>MISCELLANEOUS</u> decrease (\$169,900)<br>Contributions for Ag related activities were transferred to Office of Governmental and Community Relations - Division of Citizen Affairs and Agricultural Services.                                                                                 |

**DIVISION STAFF SUMMARY**  
**CITIZENS AFFAIRS AND ADMINISTRATION SERVICES**  
Index #025500

| POSITION TITLE                                    | ENACTED<br>FY 15 |            | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |          |
|---------------------------------------------------|------------------|------------|------------------|----------------|------------------|----------|
|                                                   | POSITIONS        | SALARIES   | POSITIONS        | SALARIES       | POSITIONS        | SALARIES |
| Administrative Specialist I                       | 0.00             | 0          | 1.00             | 56,000         | 0.00             | 0        |
| Chief of Citizens Affairs and Administrative Svcs | 0.00             | 0          | 1.00             | 71,000         | 0.00             | 0        |
| <b>TOTAL FULL-TIME SALARIES</b>                   | 0.00             | 0          | 2.00             | 127,000        | 0.00             | 0        |
| <b>TEMPORARY SALARIES</b>                         | 0.00             | 0          | 0.00             | 42,332         | 0.00             | 0        |
| <b>SALARY TOTAL</b>                               | <u>0.00</u>      | <u>0</u>   | <u>2.00</u>      | <u>169,332</u> | <u>0.00</u>      | <u>0</u> |
| <b>OTHER PERSONAL SERVICES</b>                    |                  |            |                  |                |                  |          |
| Pension & Retirement                              |                  | 0          |                  | 12,700         |                  | 0        |
| Workers' Compensation                             |                  | 0          |                  | 241            |                  | 0        |
| Health Benefits                                   |                  | 0          |                  | 37,074         |                  | 0        |
| PEHP                                              |                  | 0          |                  | 9,040          |                  | 0        |
| Overtime                                          |                  | 0          |                  | 0              |                  | 0        |
| FICA                                              |                  | 0          |                  | 12,954         |                  | 0        |
| Miscellaneous                                     |                  | 0          |                  | 280            |                  | 0        |
| <b>TOTAL OTHER PERSONAL SERVICES</b>              |                  | <u>0</u>   |                  | <u>72,289</u>  |                  | <u>0</u> |
| <b>TOTAL PERSONAL SERVICES</b>                    | <u>0.00</u>      | <u>0 *</u> | <u>2.00</u>      | <u>241,621</u> | <u>0.00</u>      | <u>0</u> |

Per Executive Order 16-03 the Division of Citizen Affairs and Administrative Services was transferred to Office of Governmental and Community Relations and retitled Division of Citizen Affairs and Agricultural Services

|                                                                                                                |
|----------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>ADMINISTRATION</b><br/> <b>Risk Management</b><br/> <b>Index #029000</b></p> |
|----------------------------------------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

Per Executive Order 14-08 the functions and responsibilities of Risk Management was transferred to the Law Department.

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 1,502,735        | 1,568,046        | 0                           | 0                              | 0                |
| 20 CONTRACTUAL SERVICES             | 53,495           | 51,687           | 0                           | 0                              | 0                |
| 30 SUPPLIES AND MATERIALS           | 8,699            | 4,275            | 0                           | 0                              | 0                |
| 40 BUSINESS AND TRAVEL              | 16,126           | 17,205           | 0                           | 0                              | 0                |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 38               | 27               | 0                           | 0                              | 0                |
|                                     | <hr/>            | <hr/>            | <hr/>                       | <hr/>                          | <hr/>            |
| <b>GRAND TOTAL</b>                  | <b>1,581,093</b> | <b>1,641,240</b> | <b>0</b>                    | <b>0</b>                       | <b>0</b>         |
|                                     | <hr/>            | <hr/>            | <hr/>                       | <hr/>                          | <hr/>            |
| <b><u>FUNDING SOURCE:</u></b>       |                  |                  |                             |                                |                  |
| 11 GENERAL                          | 1,581,093        | 1,641,240        | 0                           | 0                              | 0                |
|                                     | <hr/>            | <hr/>            | <hr/>                       | <hr/>                          | <hr/>            |

# DIVISION STAFF SUMMARY

## Risk Management

Index #029000

| POSITION TITLE                  | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|---------------------------------|------------------|------------------|------------------|----------|------------------|----------|
|                                 | POSITIONS        | SALARIES         | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| Administrative Assistant I      | 2.00             | 81,370           | 0.00             | 0        | 0.00             | 0        |
| Administrative Assistant II     | 1.00             | 44,471           | 0.00             | 0        | 0.00             | 0        |
| Asset Manager                   | 1.00             | 72,587           | 0.00             | 0        | 0.00             | 0        |
| Chief of Security               | 1.00             | 56,000           | 0.00             | 0        | 0.00             | 0        |
| Claims Adjuster                 | 1.00             | 49,296           | 0.00             | 0        | 0.00             | 0        |
| Programmer Analyst I            | 1.00             | 81,684           | 0.00             | 0        | 0.00             | 0        |
| Risk Manager                    | 1.00             | 96,969           | 0.00             | 0        | 0.00             | 0        |
| Safety Officer                  | 1.00             | 58,457           | 0.00             | 0        | 0.00             | 0        |
| Security Supervisor             | 1.00             | 43,900           | 0.00             | 0        | 0.00             | 0        |
| Special Police Officer I        | 6.00             | 202,400          | 0.00             | 0        | 0.00             | 0        |
| Special Police Officer II       | 7.00             | 281,592          | 0.00             | 0        | 0.00             | 0        |
| <b>TOTAL FULL-TIME SALARIES</b> | 23.00            | 1,068,726        | 0.00             | 0        | 0.00             | 0        |
| <b>TEMPORARY SALARIES</b>       |                  | 0                |                  | 0        |                  | 0        |
| <b>SALARY TOTAL</b>             | <b>23.00</b>     | <b>1,068,726</b> | <b>0.00</b>      | <b>0</b> | <b>0.00</b>      | <b>0</b> |



# DIVISION STAFF SUMMARY

Risk Management

Index #029000

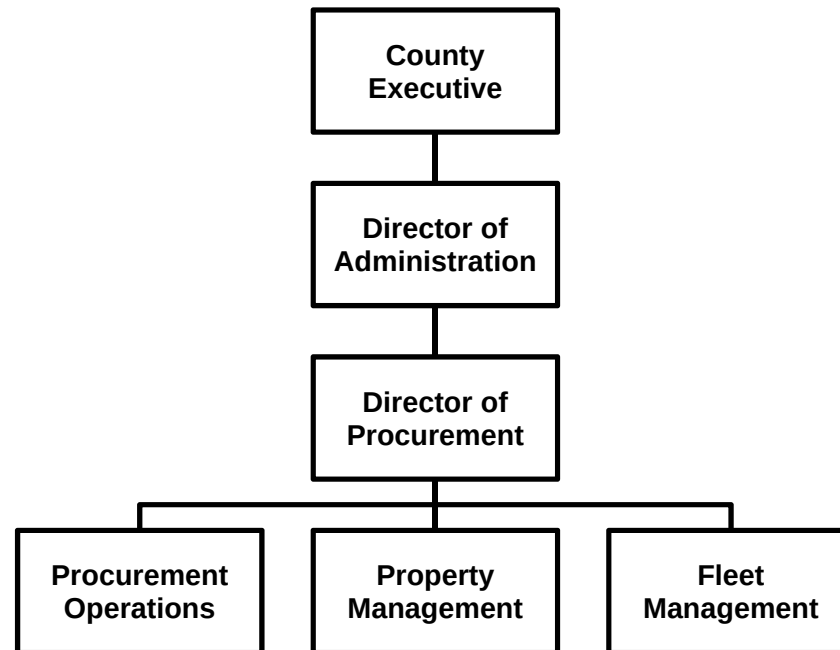
| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|--------------------------------------|------------------|--------------------|------------------|----------|------------------|----------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |          |                  |          |
| Pension & Retirement                 |                  | 106,873            |                  | 0        |                  | 0        |
| Workers' Compensation                |                  | 22,187             |                  | 0        |                  | 0        |
| Health Benefits                      |                  | 293,338            |                  | 0        |                  | 0        |
| PEHP                                 |                  | 79,776             |                  | 0        |                  | 0        |
| FICA                                 |                  | 83,095             |                  | 0        |                  | 0        |
| Overtime and Shift Differential      |                  | 17,500             |                  | 0        |                  | 0        |
| Miscellaneous                        |                  | 3,220              |                  | 0        |                  | 0        |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>605,989</b>     |                  | <b>0</b> |                  | <b>0</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>23.00</b>     | <b>1,674,715 *</b> | <b>0.00</b>      | <b>0</b> | <b>0.00</b>      | <b>0</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

Per Executive Order 14-08 the functions and responsibilities of Risk Management was transferred to the Law Department.

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# DEPARTMENT OF PROCUREMENT



## PROCUREMENT

### **ORIGIN/PURPOSE:**

Under Harford County Charter, Article IV, Section 414, the Department of Procurement shall be responsible for purchasing or contracting for supplies and contractual services including capital projects and consultant services; providing for the purchase, sale or lease of real property by the County; and performing such other duties as may be prescribed by the County Executive or legislative act of the Council.

The Department of Procurement is divided into four divisions: Procurement Operations, Property Management, Efficiency and Innovation 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 for the County's 547+/- properties.

Per Executive Order 14-07 funding was transferred from index 021500 - Sustainability Office under the Department of Administration to index 036000 - Efficiency and Innovation under the Department of Procurement. Efficiency and Innovation is tasked with establishing innovative solutions to use and reuse our resources.

Fleet Management is charged with the management of all County vehicles, and the fleet maintenance program performed under contract by First Vehicle Services.

### **MISSION STATEMENT:**

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

### **FY 17 GOALS:**

TO ACHIEVE COST SAVINGS FOR THE COUNTY

TO HELP BUILD ECONOMIC VITALITY

TO IMPROVE CONTRACT MANAGEMENT

TO MAXIMIZE THE VALUE OF INVENTORY

TO DOCUMENT AND TRACK FLEET COST SAVINGS ON CAPITAL PROJECTS RELATIVE TO ACQUISITION OF VEHICLES AND EQUIPMENT

TO REDUCE UNDERUTILIZED VEHICLES AND EQUIPMENT

## PROCUREMENT

### ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14         | AUDITED<br>FY 15         | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17         |
|-------------------------------------|--------------------------|--------------------------|-----------------------------|--------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                             |                                |                          |
| 10 PERSONAL SERVICES                | 1,429,859                | 1,362,596                | 1,408,250                   | 1,281,056                      | 1,281,056                |
| 20 CONTRACTUAL SERVICES             | 3,066,835                | 3,333,902                | 3,740,980                   | 3,807,415                      | 3,807,415                |
| 30 SUPPLIES & MATERIALS             | 3,238,753                | 3,062,490                | 3,893,440                   | 3,457,400                      | 3,457,400                |
| 40 BUSINESS AND TRAVEL              | 3,189,426                | 3,377,302                | 3,533,761                   | 3,854,162                      | 3,854,162                |
| 50 CAPITAL OUTLAY                   | 649,166                  | 226,348                  | 0                           | 0                              | 0                        |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 1,188                    | 1,983                    | 3,500                       | 2,400                          | 2,400                    |
| <b>GRAND TOTAL</b>                  | <b><u>11,575,227</u></b> | <b><u>11,364,621</u></b> | <b><u>12,579,931</u></b>    | <b><u>12,402,433</u></b>       | <b><u>12,402,433</u></b> |

### **SUMMARY BY FUND:**

|                    |                          |                          |                          |                          |                          |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 11 GENERAL         | 4,095,009                | 4,251,538                | 4,516,987                | 4,533,677                | 4,533,677                |
| 25 HIGHWAYS        | 7,480,218                | 7,113,083                | 8,062,944                | 7,868,756                | 7,868,756                |
| <b>GRAND TOTAL</b> | <b><u>11,575,227</u></b> | <b><u>11,364,621</u></b> | <b><u>12,579,931</u></b> | <b><u>12,402,433</u></b> | <b><u>12,402,433</u></b> |

### **SUMMARY BY DIVISION:**

#### **GENERAL FUND:**

|        |                           |           |           |           |           |           |
|--------|---------------------------|-----------|-----------|-----------|-----------|-----------|
| 031000 | PROCUREMENT OPERATIONS    | 905,730   | 911,093   | 761,469   | 804,499   | 804,499   |
| 034000 | PROPERTY MANAGEMENT       | 3,189,279 | 3,340,445 | 3,557,505 | 3,729,178 | 3,729,178 |
| 036000 | EFFICIENCY AND INNOVATION | 0         | 0         | 198,013   | 0         | 0         |

#### **HIGHWAYS FUND:**

|                    |                  |                          |                          |                          |                          |                          |
|--------------------|------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 032000             | FLEET MANAGEMENT | 7,480,218                | 7,113,083                | 8,062,944                | 7,868,756                | 7,868,756                |
| <b>GRAND TOTAL</b> |                  | <b><u>11,575,227</u></b> | <b><u>11,364,621</u></b> | <b><u>12,579,931</u></b> | <b><u>12,402,433</u></b> | <b><u>12,402,433</u></b> |

**DEPARTMENT STAFF SUMMARY  
PROCUREMENT - ALL FUND**

| POSITION TITLE                                                                     | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|------------------------------------------------------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                                                                    | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>PROCUREMENT - GENERAL FUND</b>                                                  |                  |                    |                  |                  |                  |                  |
| Administrative Assistant II                                                        | 4.00             | 191,236            | 2.00             | 72,646           | 2.00             | 93,351           |
| Administrative Secretary III                                                       | 1.00             | 49,296             | 1.00             | 59,381           | 1.00             | 61,163           |
| Administrative Specialist II                                                       | 0.00             | 0                  | 1.00             | 48,477           | 1.00             | 86,056           |
| Chief, Procurement                                                                 | 0.00             | 0                  | 1.00             | 66,000           | 1.00             | 66,950           |
| Chief, Efficiency and Innovation                                                   | 0.00             | 0                  | 1.00             | 71,000           | 0.00             | 0                |
| Chief, Property Management                                                         | 1.00             | 64,300             | 1.00             | 67,512           | 0.00             | 0                |
| Director of Procurement                                                            | 1.00             | 115,370            | 1.00             | 115,376          | 1.00             | 116,376          |
| Management Assistant II                                                            | 1.00             | 85,000             | 0.00             | 0                | 0.00             | 0                |
| Procurement Agent I                                                                | 1.00             | 65,000             | 0.00             | 0                | 0.00             | 0                |
| Procurement Agent II                                                               | 2.00             | 96,696             | 3.00             | 162,296          | 3.00             | 169,785          |
| Procurement Agent III                                                              | 3.00             | 187,146            | 2.00             | 132,524          | 2.00             | 136,500          |
| <b>SUB-TOTAL GENERAL FUND SALARIES</b>                                             | <b>14.00</b>     | <b>854,044</b>     | <b>13.00</b>     | <b>795,212</b>   | <b>11.00</b>     | <b>730,181</b>   |
| <b>PROCUREMENT - HIGHWAYS FUND</b>                                                 |                  |                    |                  |                  |                  |                  |
| Administrative Assistant II                                                        | 1.00             | 39,294             | 1.00             | 44,900           | 1.00             | 43,527           |
| Fleet Manager                                                                      | 1.00             | 87,124             | 1.00             | 88,124           | 1.00             | 90,767           |
| <b>SUB-TOTAL HIGHWAYS FUND SALARIES</b>                                            | <b>2.00</b>      | <b>126,418</b>     | <b>2.00</b>      | <b>133,024</b>   | <b>2.00</b>      | <b>134,294</b>   |
| <b>OTHER PERSONAL SERVICES</b>                                                     |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                                                               |                  | 98,046             |                  | 100,603          |                  | 86,447           |
| Workers' Compensation                                                              |                  | 15,004             |                  | 5,258            |                  | 9,632            |
| Health Benefits                                                                    |                  | 252,406            |                  | 258,792          |                  | 225,541          |
| PEHP                                                                               |                  | 31,024             |                  | 36,160           |                  | 27,008           |
| FICA                                                                               |                  | 75,005             |                  | 76,961           |                  | 66,133           |
| Miscellaneous                                                                      |                  | 2,240              |                  | 2,240            |                  | 1,820            |
| <b>TOTAL OTHER PERSONAL SERVICES</b>                                               |                  | <b>473,725</b>     |                  | <b>480,014</b>   |                  | <b>416,581</b>   |
| <b>PROCUREMENT - DEPARTMENT TOTAL</b>                                              |                  |                    |                  |                  |                  |                  |
| <b>TOTAL SALARIES</b>                                                              | <b>16.00</b>     | <b>980,462</b>     | <b>15.00</b>     | <b>928,236</b>   | <b>13.00</b>     | <b>864,475</b>   |
| <b>TOTAL OTHER PERSONAL SERVICES</b>                                               |                  | <b>473,725</b>     |                  | <b>480,014</b>   |                  | <b>416,581</b>   |
| <b>DEPARTMENT SALARY TOTAL</b>                                                     | <b>16.00</b>     | <b>1,454,187 *</b> | <b>15.00</b>     | <b>1,408,250</b> | <b>13.00</b>     | <b>1,281,056</b> |
| <b>*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts</b> |                  |                    |                  |                  |                  |                  |

## PROCUREMENT

### GENERAL FUND SUMMARY:

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 1,239,721        | 1,169,999        | 1,213,632                   | 1,083,952                      | 1,083,952        |
| 20 CONTRACTUAL SERVICES             | 2,844,144        | 3,055,280        | 3,280,480                   | 3,423,915                      | 3,423,915        |
| 30 SUPPLIES & MATERIALS             | 5,509            | 5,522            | 13,850                      | 5,600                          | 5,600            |
| 40 BUSINESS AND TRAVEL              | 3,192            | 11,877           | 5,525                       | 17,810                         | 17,810           |
| 50 CAPITAL OUTLAY                   | 1,255            | 7,176            | 0                           | 0                              | 0                |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 1,188            | 1,684            | 3,500                       | 2,400                          | 2,400            |
| <b>GRAND TOTAL</b>                  | <b>4,095,009</b> | <b>4,251,538</b> | <b>4,516,987</b>            | <b>4,533,677</b>               | <b>4,533,677</b> |

### **SUMMARY BY FUND:**

|                    |                  |                  |                  |                  |                  |
|--------------------|------------------|------------------|------------------|------------------|------------------|
| 11 GENERAL         | 4,095,009        | 4,251,538        | 4,516,987        | 4,533,677        | 4,533,677        |
| <b>GRAND TOTAL</b> | <b>4,095,009</b> | <b>4,251,538</b> | <b>4,516,987</b> | <b>4,533,677</b> | <b>4,533,677</b> |

### **SUMMARY BY DIVISION:**

|                    |                           |                  |                  |                  |                  |                  |
|--------------------|---------------------------|------------------|------------------|------------------|------------------|------------------|
| 031000             | PROCUREMENT OPERATIONS    | 905,730          | 911,093          | 761,469          | 804,499          | 804,499          |
| 034000             | PROPERTY MANAGEMENT       | 3,189,279        | 3,340,445        | 3,557,505        | 3,729,178        | 3,729,178        |
| 036000             | EFFICIENCY AND INNOVATION | 0                | 0                | 198,013          | 0                | 0                |
| <b>GRAND TOTAL</b> |                           | <b>4,095,009</b> | <b>4,251,538</b> | <b>4,516,987</b> | <b>4,533,677</b> | <b>4,533,677</b> |

**DEPARTMENT STAFF SUMMARY  
PROCUREMENT - GENERAL FUND**

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Administrative Assistant II          | 4.00             | 191,236            | 2.00             | 72,646           | 2.00             | 93,351           |
| Administrative Secretary III         | 1.00             | 49,296             | 1.00             | 59,381           | 1.00             | 61,163           |
| Administrative Specialist II         | 0.00             | 0                  | 1.00             | 48,477           | 1.00             | 86,056           |
| Chief, Procurement                   | 0.00             | 0                  | 1.00             | 66,000           | 1.00             | 66,950           |
| Chief, Efficiency and Innovation     | 0.00             | 0                  | 1.00             | 71,000           | 0.00             | 0                |
| Chief, Property Management           | 1.00             | 64,300             | 1.00             | 67,512           | 0.00             | 0                |
| Director of Procurement              | 1.00             | 115,370            | 1.00             | 115,376          | 1.00             | 116,376          |
| Management Assistant II              | 1.00             | 85,000             | 0.00             | 0                | 0.00             | 0                |
| Procurement Agent I                  | 1.00             | 65,000             | 0.00             | 0                | 0.00             | 0                |
| Procurement Agent II                 | 2.00             | 96,696             | 3.00             | 162,296          | 3.00             | 169,785          |
| Procurement Agent III                | 3.00             | 187,146            | 2.00             | 132,524          | 2.00             | 136,500          |
| <b>SALARY TOTAL</b>                  | <b>14.00</b>     | <b>854,044</b>     | <b>13.00</b>     | <b>795,212</b>   | <b>11.00</b>     | <b>730,181</b>   |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                 |                  | 85,404             |                  | 87,301           |                  | 73,018           |
| Workers' Compensation                |                  | 12,596             |                  | 4,697            |                  | 8,486            |
| Health Benefits                      |                  | 220,840            |                  | 226,037          |                  | 191,608          |
| PEHP                                 |                  | 26,592             |                  | 31,640           |                  | 23,260           |
| FICA                                 |                  | 65,334             |                  | 66,785           |                  | 55,859           |
| Miscellaneous                        |                  | 1,960              |                  | 1,960            |                  | 1,540            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>412,726</b>     |                  | <b>418,420</b>   |                  | <b>353,771</b>   |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>14.00</b>     | <b>1,266,770 *</b> | <b>13.00</b>     | <b>1,213,632</b> | <b>11.00</b>     | <b>1,083,952</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts



**PROCUREMENT**  
**Procurement Operations**  
**Index #031000**

**ORIGIN/PURPOSE:**

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

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

**FY 17 GOALS:**

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

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 883,426                  | 829,141                  | 737,979                              | 765,724                                 | 765,724                  |
| 20 CONTRACTUAL SERVICES             | 13,101                   | 56,661                   | 15,640                               | 15,640                                  | 15,640                   |
| 30 SUPPLIES AND MATERIALS           | 4,815                    | 4,999                    | 4,550                                | 4,550                                   | 4,550                    |
| 40 BUSINESS AND TRAVEL              | 2,160                    | 11,737                   | 1,300                                | 16,585                                  | 16,585                   |
| 50 CAPITAL OUTLAY                   | 1,255                    | 7,176                    | 0                                    | 0                                       | 0                        |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 973                      | 1,379                    | 2,000                                | 2,000                                   | 2,000                    |
| <b>GRAND TOTAL</b>                  | <b>905,730</b>           | <b>911,093</b>           | <b>761,469</b>                       | <b>804,499</b>                          | <b>804,499</b>           |

**FUNDING SOURCE:**

|            |         |         |         |         |         |
|------------|---------|---------|---------|---------|---------|
| 11 GENERAL | 905,730 | 911,093 | 761,469 | 804,499 | 804,499 |
|------------|---------|---------|---------|---------|---------|

|                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>PROCUREMENT</b><br/> <b>Procurement Operations</b><br/> <b>Index #031000</b></p> |
|--------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                         |
|--------------|--------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              |              |               | <u>PERSONAL SERVICES</u> increase \$27,745                                                                                                                                                                                                      |
| 737,979      | 765,724      | 27,745        | Increase due to salary adjustments and offset for a position transfer in FY 16, as well as the FY 17 Merit Salary increase of 3% and adjustments to pension, workers' compensation, health benefits and the Post Employment Health Plan (PEHP). |
|              |              |               | <u>BUSINESS AND TRAVEL</u> increase \$15,285                                                                                                                                                                                                    |
| 1,300        | 16,585       | 15,285        | Increase in lodging, membership fees and dues, and training seminars, courses and meetings based on actual expense history and a one-time conference registration.                                                                              |

**DIVISION STAFF SUMMARY**  
**PROCUREMENT OPERATIONS**  
Index #031000

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Assistant II          | 3.00             | 147,440          | 2.00             | 72,646         | 2.00             | 93,351         |
| Administrative Secretary III         | 1.00             | 49,296           | 1.00             | 59,381         | 1.00             | 61,163         |
| Chief, Procurement                   | 0.00             | 0                | 1.00             | 66,000         | 1.00             | 66,950         |
| Director of Procurement              | 1.00             | 115,370          | 1.00             | 115,376        | 1.00             | 116,376        |
| Management Assistant II              | 1.00             | 85,000           | 0.00             | 0              | 0.00             | 0              |
| Procurement Agent I                  | 1.00             | 65,000           | 0.00             | 0              | 0.00             | 0              |
| Procurement Agent II                 | 2.00             | 96,696           | 3.00             | 162,296        | 3.00             | 169,785        |
| Procurement Agent III                | 1.00             | 56,622           | 0.00             | 0              | 0.00             | 0              |
| <b>SALARY TOTAL</b>                  | <b>10.00</b>     | <b>615,424</b>   | <b>8.00</b>      | <b>475,699</b> | <b>8.00</b>      | <b>507,625</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension & Retirement                 |                  | 61,542           |                  | 55,349         |                  | 50,762         |
| Workers' Compensation                |                  | 6,721            |                  | 1,620          |                  | 3,134          |
| Health Benefits                      |                  | 157,590          |                  | 139,109        |                  | 145,510        |
| PEHP                                 |                  | 22,160           |                  | 22,600         |                  | 18,740         |
| FICA                                 |                  | 47,080           |                  | 42,342         |                  | 38,833         |
| Miscellaneous                        |                  | 1,400            |                  | 1,260          |                  | 1,120          |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>296,493</b>   |                  | <b>262,280</b> |                  | <b>258,099</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>10.00</b>     | <b>911,917 *</b> | <b>8.00</b>      | <b>737,979</b> | <b>8.00</b>      | <b>765,724</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

|                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>PROCUREMENT</b><br/> <b>Property Management</b><br/> <b>Index #034000</b></p> |
|-----------------------------------------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

Under Harford County Charter, Article IV, Section 414, the Department of Procurement, Division of Property Management shall be responsible for the purchase, sale or lease of real property by the County; and performing such other duties as may be prescribed by the County Executive or legislative act of the Council.

The division of Property Management is responsible for property acquisition, capital project review, plat approval, title work, deed and real property document preparation, property appraisals, contact negotiations with property owners, condemnation, surplus property, relocation planning and lease management for the County's 547 +/- properties.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 356,295                  | 340,858                  | 290,230                              | 318,228                                 | 318,228                  |
| 20 CONTRACTUAL SERVICES             | 2,831,043                | 2,998,619                | 3,264,600                            | 3,408,275                               | 3,408,275                |
| 30 SUPPLIES AND MATERIALS           | 694                      | 523                      | 1,050                                | 1,050                                   | 1,050                    |
| 40 BUSINESS AND TRAVEL              | 1,032                    | 140                      | 1,225                                | 1,225                                   | 1,225                    |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 215                      | 305                      | 400                                  | 400                                     | 400                      |
| <b>GRAND TOTAL</b>                  | <b><u>3,189,279</u></b>  | <b><u>3,340,445</u></b>  | <b><u>3,557,505</u></b>              | <b><u>3,729,178</u></b>                 | <b><u>3,729,178</u></b>  |

**FUNDING SOURCE:**

|            |                         |                         |                         |                         |                         |
|------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL | <b><u>3,189,279</u></b> | <b><u>3,340,445</u></b> | <b><u>3,557,505</u></b> | <b><u>3,729,178</u></b> | <b><u>3,729,178</u></b> |
|------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

|                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>PROCUREMENT</b><br/> <b>Property Management</b><br/> <b>Index #034000</b></p> |
|-----------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| FY 16     | FY 17     | CHANGE  | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                 |
|-----------|-----------|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|           |           |         | <u>PERSONAL SERVICES</u> increase \$27,998                                                                                                                                       |
| 290,230   | 318,228   | 27,998  | Increase due to the FY 17 Merit Salary increase of 3%; and adjustments to pension, workers' compensation, health benefits, and FICA.                                             |
|           |           |         | <u>CONTRACTUAL SERVICES</u> increase \$143,675                                                                                                                                   |
| 3,264,600 | 3,408,275 | 143,675 | Adjustments to Space & Real Estate for various rental properties increase/decrease in leases; and an increase in Legal Notice based on requirements for county surplus auctions. |

**DIVISION STAFF SUMMARY**  
**PROPERTY MANAGEMENT**  
Index #034000

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Assistant II          | 1.00             | 43,796           | 0.00             | 0              | 0.00             | 0              |
| Administrative Specialist II         | 0.00             | 0                | 0.00             | 0              | 1.00             | 86,056         |
| Chief, Property Management           | 1.00             | 64,300           | 1.00             | 67,512         | 0.00             | 0              |
| Procurement Agent III                | 2.00             | 130,524          | 2.00             | 132,524        | 2.00             | 136,500        |
|                                      | <u>4.00</u>      | <u>238,620</u>   | <u>3.00</u>      | <u>200,036</u> | <u>3.00</u>      | <u>222,556</u> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension & Retirement                 |                  | 23,862           |                  | 20,004         |                  | 22,256         |
| Workers' Compensation                |                  | 5,875            |                  | 2,850          |                  | 5,352          |
| Health Benefits                      |                  | 63,250           |                  | 47,097         |                  | 46,098         |
| PEHP                                 |                  | 4,432            |                  | 4,520          |                  | 4,520          |
| FICA                                 |                  | 18,254           |                  | 15,303         |                  | 17,026         |
| Miscellaneous                        |                  | 560              |                  | 420            |                  | 420            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <u>116,233</u>   |                  | <u>90,194</u>  |                  | <u>95,672</u>  |
| <b>TOTAL PERSONAL SERVICES</b>       | <u>4.00</u>      | <u>354,853 *</u> | <u>3.00</u>      | <u>290,230</u> | <u>3.00</u>      | <u>318,228</u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**PROCUREMENT**  
**Efficiency and Innovation**  
**Index #036000**

**ORIGIN/PURPOSE:**

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

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

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 0                        | 0                        | 185,423                              | 0                                       | 0                        |
| 20 CONTRACTUAL SERVICES             | 0                        | 0                        | 240                                  | 0                                       | 0                        |
| 30 SUPPLIES AND MATERIALS           | 0                        | 0                        | 8,250                                | 0                                       | 0                        |
| 40 BUSINESS AND TRAVEL              | 0                        | 0                        | 3,000                                | 0                                       | 0                        |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 0                        | 0                        | 1,100                                | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>0</b>                 | <b>0</b>                 | <b>198,013</b>                       | <b>0</b>                                | <b>0</b>                 |

**FUNDING SOURCE:**

|            |   |   |         |   |   |
|------------|---|---|---------|---|---|
| 11 GENERAL | 0 | 0 | 198,013 | 0 | 0 |
|------------|---|---|---------|---|---|

Per Executive Order #16-03 the Division of Efficiency and Innovation was moved under the Department of Administration.

**DIVISION STAFF SUMMARY**  
**Efficiency and Innovation**  
**Index #036000**

| POSITION TITLE                       | ENACTED<br>FY 15 |            | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |            |
|--------------------------------------|------------------|------------|------------------|----------------|------------------|------------|
|                                      | POSITIONS        | SALARIES   | POSITIONS        | SALARIES       | POSITIONS        | SALARIES   |
| Administrative Specialist II         | 0.00             | 0          | 1.00             | 48,477         | 0.00             | 0          |
| Chief, Efficiency and Innovation     | 0.00             | 0          | 1.00             | 71,000         | 0.00             | 0          |
| <b>SALARY TOTAL</b>                  | <b>0.00</b>      | <b>0</b>   | <b>2.00</b>      | <b>119,477</b> | <b>0.00</b>      | <b>0</b>   |
|                                      |                  |            |                  |                |                  |            |
| <b>OTHER PERSONAL SERVICES</b>       |                  |            |                  |                |                  |            |
| Pension & Retirement                 |                  | 0          |                  | 11,948         |                  | 0          |
| Workers' Compensation                |                  | 0          |                  | 227            |                  | 0          |
| Health Benefits                      |                  | 0          |                  | 39,831         |                  | 0          |
| FICA                                 |                  | 0          |                  | 9,140          |                  | 0          |
| PEHP                                 |                  | 0          |                  | 4,520          |                  | 0          |
| Miscellaneous                        |                  | 0          |                  | 280            |                  | 0          |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>0</b>   |                  | <b>65,946</b>  |                  | <b>0</b>   |
|                                      |                  |            |                  |                |                  |            |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>0.00</b>      | <b>0 *</b> | <b>2.00</b>      | <b>185,423</b> | <b>0.00</b>      | <b>0 A</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

A - Division moved under Director of Administration for FY 17



**PROCUREMENT**  
**Fleet Management**  
**Index #032000**

**ORIGIN/PURPOSE:**

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

**FY 17 GOALS:**

TO MAXIMIZE THE VALUE OF INVENTORY

TO DOCUMENT AND TRACK FLEET COST SAVINGS ON CAPITAL PROJECTS RELATIVE TO ACQUISITION OF VEHICLES AND EQUIPMENT

TO REDUCE UNDERUTILIZED VEHICLES AND EQUIPMENT

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 190,138                  | 192,597                  | 194,618                              | 197,104                                 | 197,104                  |
| 20 CONTRACTUAL SERVICES             | 222,691                  | 278,622                  | 460,500                              | 383,500                                 | 383,500                  |
| 30 SUPPLIES AND MATERIALS           | 3,233,244                | 3,056,968                | 3,879,590                            | 3,451,800                               | 3,451,800                |
| 40 BUSINESS AND TRAVEL              | 3,186,234                | 3,365,425                | 3,528,236                            | 3,836,352                               | 3,836,352                |
| 50 CAPITAL OUTLAY                   | 647,911                  | 219,172                  | 0                                    | 0                                       | 0                        |
| 80 INTER-GOVERNMENTAL               | 0                        | 299                      | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b><u>7,480,218</u></b>  | <b><u>7,113,083</u></b>  | <b><u>8,062,944</u></b>              | <b><u>7,868,756</u></b>                 | <b><u>7,868,756</u></b>  |

**FUNDING SOURCE:**

|             |                         |                         |                         |                         |                         |
|-------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 25 HIGHWAYS | <b><u>7,480,218</u></b> | <b><u>7,113,083</u></b> | <b><u>8,062,944</u></b> | <b><u>7,868,756</u></b> | <b><u>7,868,756</u></b> |
|-------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

|                                                                                                              |
|--------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>PROCUREMENT</b><br/> <b>Fleet Management</b><br/> <b>Index #032000</b></p> |
|--------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| FY 16     | FY 17     | CHANGE    | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------|-----------|-----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 194,618   | 197,104   | 2,486     | <p><u>PERSONAL SERVICES</u> increase \$2,486</p> <p>Increase due to the FY 17 Merit Salary increase of 3%; and adjustments to workers' compensation, health benefits, pension, and the Post Employment Health Plan (PEHP).</p>                                                                                                                                                                                            |
| 460,500   | 383,500   | (77,000)  | <p><u>CONTRACTUAL SERVICES</u> decrease (\$77,000)</p> <p>Decrease in Vehicle &amp; Operating Equipment based on actual expense history for short term rental of equipment as needed; and a decrease in data processing software-maintenance based on actual expense history for fleet management software.</p>                                                                                                           |
| 3,879,590 | 3,451,800 | (427,790) | <p><u>SUPPLIES AND MATERIALS</u> decrease (\$427,790)</p> <p>Decrease in diesel fuel and gasoline based on actual expense history</p>                                                                                                                                                                                                                                                                                     |
| 3,528,236 | 3,836,352 | 308,116   | <p><u>BUSINESS AND TRAVEL</u> increase \$308,116</p> <p>Increase in Fuel Charges based on actual motor pool charges; an increase in targeted and non-targeted charges for First Vehicle Services based on new contract for FY 17 and a 2% increase in parts and overhead plus allowance for aging vehicles. Also an increase in vehicle/equipment parts &amp; supplies based on larger fleet size and aging vehicles.</p> |

**DIVISION STAFF SUMMARY**  
**FLEET MANAGEMENT**  
Index #032000

| POSITION TITLE                       | ENACTED<br>FY 15   |                         | ENACTED<br>FY 16   |                       | ENACTED<br>FY 17   |                       |
|--------------------------------------|--------------------|-------------------------|--------------------|-----------------------|--------------------|-----------------------|
|                                      | POSITIONS          | SALARIES                | POSITIONS          | SALARIES              | POSITIONS          | SALARIES              |
| Administrative Assistant II          | 1.00               | 39,294                  | 1.00               | 44,900                | 1.00               | 43,527                |
| Fleet Manager                        | <u>1.00</u>        | <u>87,124</u>           | <u>1.00</u>        | <u>88,124</u>         | <u>1.00</u>        | <u>90,767</u>         |
| <b>SALARY TOTAL</b>                  | <b><u>2.00</u></b> | <b><u>126,418</u></b>   | <b><u>2.00</u></b> | <b><u>133,024</u></b> | <b><u>2.00</u></b> | <b><u>134,294</u></b> |
| <b>OTHER PERSONAL SERVICES</b>       |                    |                         |                    |                       |                    |                       |
| Pension & Retirement                 |                    | 12,642                  |                    | 13,302                |                    | 13,429                |
| Workers' Compensation                |                    | 2,408                   |                    | 561                   |                    | 1,146                 |
| Health Benefits                      |                    | 31,566                  |                    | 32,755                |                    | 33,933                |
| PEHP                                 |                    | 4,432                   |                    | 4,520                 |                    | 3,748                 |
| FICA                                 |                    | 9,671                   |                    | 10,176                |                    | 10,274                |
| Miscellaneous                        |                    | <u>280</u>              |                    | <u>280</u>            |                    | <u>280</u>            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                    | <b>60,999</b>           |                    | <b>61,594</b>         |                    | <b>62,810</b>         |
| <b>TOTAL PERSONAL SERVICES</b>       | <b><u>2.00</u></b> | <b><u>187,417 *</u></b> | <b><u>2.00</u></b> | <b><u>194,618</u></b> | <b><u>2.00</u></b> | <b><u>197,104</u></b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

## PROCUREMENT - PROPERTY MANAGEMENT OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

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

### **Department Objective**

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

### **County Goal(s) Supported**

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

| Measure                          | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|----------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>             |             |             |             |             |               |
| Dollars allocated                | \$352,500   | \$364,791   | \$354,853   | \$290,230   | \$290,230     |
| Number of staff                  | 4           | 4           | 4           | 3           | 3             |
| <b><u>Output:</u></b>            |             |             |             |             |               |
| Number of Real Property actions  | 227         | 222         | 243         | 250         | 260           |
| <b><u>Efficiency:</u></b>        |             |             |             |             |               |
| Cost per Real Property action    | \$1,552.86  | \$1,643.20  | \$1,460.30  | \$1,160.92  | \$116.26      |
| <b><u>Service Quality:</u></b>   |             |             |             |             |               |
| Average percent rated by Clients | 85%         | 87%         | 88%         | 90%         | 90%           |
| <b><u>Outcome:</u></b>           |             |             |             |             |               |
| Cost per action                  | \$253.46    | \$90.34     | (\$182.90)  | (\$299.38)  | (\$44.63)     |

### **Major Related Plans and Policies**

Financial Planning Policy  
Strategic Planning  
Capital Improvement Budget Policies

## PROCUREMENT - FLEET MANAGEMENT OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To maintain a database to accurately track the management, maintenance, and associated costs of the Harford County fleet

### **Department Objective**

To increase/maintain high efficiency standards and fleet availability while decreasing maintenance costs by 3%.

### **County Goal(s) Supported**

I. Fiscal Balance and Efficiency

| Measure                                                   | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|-----------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                      |             |             |             |             |               |
| Dollars allocated*                                        | \$3,200,000 | \$3,187,562 | \$3,343,105 | \$3,444,586 | \$3,720,152   |
| Number of Staff                                           | 2           | 2           | 2           | 2           | 2             |
| *Target & Non-Targeted Charges                            |             |             |             |             |               |
| <b><u>Output:</u></b>                                     |             |             |             |             |               |
| Number of vehicles maintained                             | 1,152       | 1,152       | 1,166       | 1,175       | 1,175         |
| <b><u>Efficiency:</u></b>                                 |             |             |             |             |               |
| Budgeted maintenance cost per vehicle/equipment           | \$2,821     | \$2,766     | \$2,867     | \$2,931     | \$3,166       |
| <b><u>Service Quality:</u></b>                            |             |             |             |             |               |
| Percent of agency responses rating satisfactory or higher | 97.90%      | 97.00%      | 97.00%      | 97.00%      | 97.00%        |
| <b><u>Outcome:</u></b>                                    |             |             |             |             |               |
| Actual maintenance cost per vehicle/equipment             | \$2,934     | \$2,709     | \$2,867     | \$2,913     | \$3,166       |
| Percent saved over budgeted amount                        | 4.0%        | 1.0%        | 2.0%        | 1.0%        | 2.7%          |

### **Explanation and Analysis of Performance Measures**

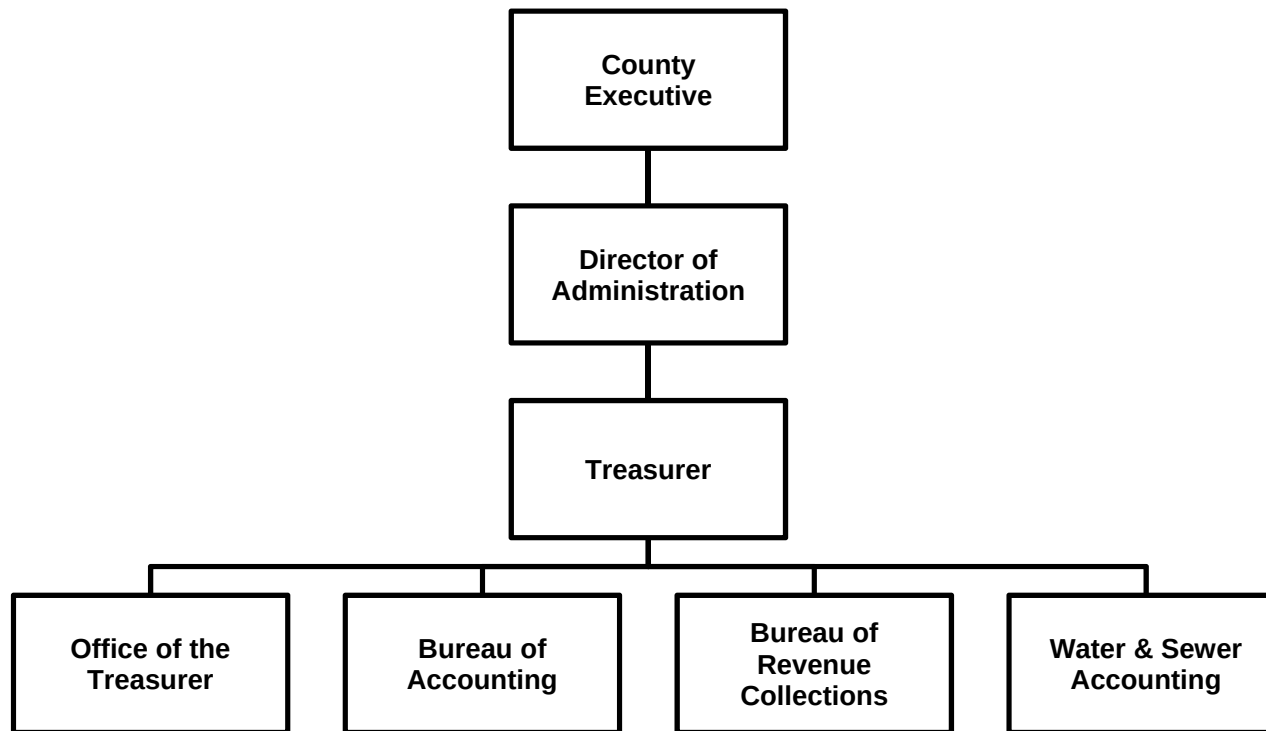
The Fleet Management Division of the Department of Procurement is dedicated to improving the efficiency of the Fleet Maintenance Program.

### **Major Related Plans and Policies**

Financial Planning Policy

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# DEPARTMENT OF THE TREASURY



## TREASURY

### **ORIGIN/PURPOSE:**

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

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

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

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

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

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

### **MISSION STATEMENT:**

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

### **FY 17 GOALS:**

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



# TREASURY

## ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 3,925,593        | 3,971,705        | 3,614,041                   | 3,704,417                      | 3,704,417        |
| 20 CONTRACTUAL SERVICES             | 165,845          | 243,395          | 537,980                     | 570,410                        | 570,410          |
| 30 SUPPLIES & MATERIALS             | 233,047          | 246,577          | 259,465                     | 258,465                        | 258,465          |
| 40 BUSINESS AND TRAVEL              | 15,509           | 20,395           | 18,825                      | 20,725                         | 20,725           |
| 50 CAPITAL OUTLAY                   | 0                | 5,300            | 0                           | 0                              | 0                |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 1,256            | 0                | 1,275                       | 1,275                          | 1,275            |
|                                     |                  | 1,070            |                             |                                |                  |
| <b>GRAND TOTAL</b>                  | <b>4,341,250</b> | <b>4,488,442</b> | <b>4,431,586</b>            | <b>4,555,292</b>               | <b>4,555,292</b> |

## **SUMMARY BY FUND:**

|                            |                  |                  |                  |                  |                  |
|----------------------------|------------------|------------------|------------------|------------------|------------------|
| 11 GENERAL                 | 3,538,877        | 3,542,875        | 3,231,148        | 3,309,122        | 3,309,122        |
| 51 WATER & SEWER OPERATING | 802,373          | 945,567          | 1,200,438        | 1,246,170        | 1,246,170        |
| <b>GRAND TOTAL</b>         | <b>4,341,250</b> | <b>4,488,442</b> | <b>4,431,586</b> | <b>4,555,292</b> | <b>4,555,292</b> |

## **SUMMARY BY DIVISION:**

### **GENERAL FUND:**

|        |                               |           |           |           |           |           |
|--------|-------------------------------|-----------|-----------|-----------|-----------|-----------|
| 041000 | OFFICE OF THE TREASURER       | 650,903   | 663,428   | 680,830   | 707,106   | 707,106   |
| 043000 | BUREAU OF ACCOUNTING          | 1,861,367 | 1,850,916 | 1,777,131 | 1,810,210 | 1,810,210 |
| 044000 | BUREAU OF REVENUE COLLECTIONS | 920,312   | 935,430   | 773,187   | 791,806   | 791,806   |
| 047100 | SOLID WASTE ACCOUNTING        | 106,295   | 93,101    | 0         | 0         | 0         |

### **WATER & SEWER FUND:**

|                    |                          |                  |                  |                  |                  |                  |
|--------------------|--------------------------|------------------|------------------|------------------|------------------|------------------|
| 045000             | WATER & SEWER ACCOUNTING | 802,373          | 945,567          | 1,200,438        | 1,246,170        | 1,246,170        |
| <b>GRAND TOTAL</b> |                          | <b>4,341,250</b> | <b>4,488,442</b> | <b>4,431,586</b> | <b>4,555,292</b> | <b>4,555,292</b> |

### **SUMMARY OF GRANT BUDGETS**

**35,000,000**

**DEPARTMENT STAFF SUMMARY  
TREASURY**

| POSITION TITLE                              | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|---------------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                             | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b><u>TREASURY - GENERAL FUND</u></b>       |                  |                    |                  |                  |                  |                  |
| Accounting Clerk I                          | 0.00             | 0                  | 0.00             | 0                | 2.00             | 64,066           |
| Accountant II                               | 3.00             | 189,007            | 4.00             | 257,007          | 4.00             | 259,414          |
| Accountant III                              | 3.00             | 229,512            | 3.00             | 235,719          | 3.00             | 242,790          |
| Accounting Clerk II                         | 9.00             | 392,956            | 8.00             | 336,455          | 5.00             | 236,833          |
| Accounting Technician I                     | 4.00             | 213,105            | 3.00             | 177,313          | 4.00             | 221,051          |
| Accounting Technician II                    | 6.00             | 357,860            | 5.00             | 290,992          | 5.00             | 299,722          |
| Accounts Payable Supervisor                 | 1.00             | 60,174             | 1.00             | 61,174           | 1.00             | 63,009           |
| Administrative Secretary III                | 0.00             | 0                  | 1.00             | 59,381           | 1.00             | 61,163           |
| Administrative Specialist II                | 0.00             | 0                  | 1.00             | 44,900           | 1.00             | 46,247           |
| Assistant Supervisor of Revenue Collections | 1.00             | 60,882             | 1.00             | 61,882           | 1.00             | 63,738           |
| Chief, Treasury Bureau                      | 2.00             | 195,426            | 2.00             | 197,426          | 2.00             | 203,349          |
| Deputy Treasurer                            | 1.00             | 119,781            | 1.00             | 119,781          | 1.00             | 124,781          |
| Financial Systems Coordinator               | 1.00             | 73,850             | 1.00             | 0                | 1.00             | 0                |
| Financial Systems Management Supervisor     | 1.00             | 84,947             | 0.00             | 0                | 0.00             | 0                |
| Grants Administrator                        | 0.00             | 0                  | 1.00             | 66,520           | 1.00             | 68,516           |
| Management Assistant II                     | 1.00             | 54,912             | 0.00             | 0                | 0.00             | 0                |
| Treasurer                                   | 1.00             | 136,126            | 1.00             | 125,000          | 1.00             | 127,500          |
| <b>FULL-TIME SALARIES</b>                   | <b>34.00</b>     | <b>2,168,538</b>   | <b>33.00</b>     | <b>2,033,550</b> | <b>33.00</b>     | <b>2,082,179</b> |
| <b>PART-TIME SALARIES</b>                   |                  |                    |                  |                  |                  |                  |
| Accounting Clerk II                         | 1.10             | 38,810             | 0.00             | 0                | 0.00             | 0                |
| <b>TOTAL PART-TIME SALARIES</b>             | <b>1.10</b>      | <b>38,810</b>      | <b>0.00</b>      | <b>0</b>         | <b>0.00</b>      | <b>0</b>         |
| <b>TEMPORARY SALARIES</b>                   |                  | <b>0</b>           |                  | <b>6,400</b>     |                  | <b>10,000</b>    |
| <b>SALARY TOTAL</b>                         | <b>35.10</b>     | <b>2,207,348 *</b> | <b>33.00</b>     | <b>2,039,950</b> | <b>33.00</b>     | <b>2,092,179</b> |

**DEPARTMENT STAFF SUMMARY  
TREASURY**

| POSITION TITLE                                  | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|-------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                                 | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b><u>TREASURY - WATER &amp; SEWER FUND</u></b> |                  |                  |                  |                  |                  |                  |
| Accountant II                                   | 0.00             | 0                | 0.00             | 0                | 0.00             | 0                |
| Accountant III                                  | 1.00             | 74,256           | 1.00             | 75,256           | 1.00             | 77,514           |
| Accounting Clerk II                             | 5.00             | 206,379          | 5.00             | 225,679          | 5.00             | 215,557          |
| Accounting Technician I                         | 2.00             | 126,833          | 2.00             | 128,833          | 2.00             | 132,698          |
| Assistant Supervisor of Revenue Collections     | 1.00             | 78,334           | 1.00             | 79,334           | 1.00             | 81,714           |
| <b>SUB-TOTAL W &amp; S FUND SALARIES</b>        | <b>9.00</b>      | <b>485,802 *</b> | <b>9.00</b>      | <b>509,102</b>   | <b>9.00</b>      | <b>507,483</b>   |
| <b>OTHER PERSONAL SERVICES</b>                  |                  |                  |                  |                  |                  |                  |
| Pension                                         |                  | 269,315          |                  | 254,265          |                  | 258,967          |
| Workers' Compensation                           |                  | 6,194            |                  | 4,831            |                  | 8,856            |
| Health Benefits                                 |                  | 564,256          |                  | 555,914          |                  | 592,038          |
| PEHP                                            |                  | 53,184           |                  | 49,720           |                  | 41,228           |
| FICA                                            |                  | 204,669          |                  | 194,519          |                  | 197,926          |
| Miscellaneous                                   |                  | 6,300            |                  | 5,740            |                  | 5,740            |
| <b>TOTAL OTHER PERSONAL SERVICES</b>            |                  | <b>1,103,918</b> |                  | <b>1,064,989</b> |                  | <b>1,104,755</b> |

**DEPARTMENT STAFF SUMMARY  
TREASURY**

| POSITION TITLE                | ENACTED<br>FY 15  |                    | ENACTED<br>FY 16  |                  | ENACTED<br>FY 17  |                  |
|-------------------------------|-------------------|--------------------|-------------------|------------------|-------------------|------------------|
|                               | POSITIONS         | SALARIES           | POSITIONS         | SALARIES         | POSITIONS         | SALARIES         |
| TREASURY - DEPARTMENT TOTALS  |                   |                    |                   |                  |                   |                  |
| TOTAL FULL-TIME SALARIES      | 43.00             | 2,654,340          | 42.00             | 2,542,652        | 42.00             | 2,589,662        |
| TOTAL PART-TIME SALARIES      | 1.10              | 38,810             | 0.00              | 0                | 0.00              | 0                |
| TOTAL TEMPORARY SALARIES      |                   | 0                  |                   | 6,400            |                   | 10,000           |
| TOTAL OTHER PERSONAL SERVICES | <u>          </u> | <u>1,103,918</u>   | <u>          </u> | <u>1,064,989</u> | <u>          </u> | <u>1,104,755</u> |
| DEPARTMENTAL SALARY TOTALS    | <u>44.10</u>      | <u>3,797,068 *</u> | <u>42.00</u>      | <u>3,614,041</u> | <u>42.00</u>      | <u>3,704,417</u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

# TREASURY

## GENERAL FUND SUMMARY:

|                                     | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17        |
|-------------------------------------|-------------------------|-------------------------|-----------------------------|--------------------------------|-------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                         |                         |                             |                                |                         |
| 10 PERSONAL SERVICES                | 3,267,070               | 3,261,057               | 2,888,358                   | 2,954,702                      | 2,954,702               |
| 20 CONTRACTUAL SERVICES             | 140,776                 | 132,306                 | 185,575                     | 195,305                        | 195,305                 |
| 30 SUPPLIES & MATERIALS             | 115,724                 | 124,628                 | 139,150                     | 139,150                        | 139,150                 |
| 40 BUSINESS AND TRAVEL              | 14,064                  | 18,521                  | 16,840                      | 18,740                         | 18,740                  |
| 50 CAPITAL OUTLAY                   | 0                       | 5,300                   | 0                           | 0                              | 0                       |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 1,243                   | 1,063                   | 1,225                       | 1,225                          | 1,225                   |
| <b>GRAND TOTAL</b>                  | <b><u>3,538,877</u></b> | <b><u>3,542,875</u></b> | <b><u>3,231,148</u></b>     | <b><u>3,309,122</u></b>        | <b><u>3,309,122</u></b> |

## **SUMMARY BY FUND:**

|                    |                         |                         |                         |                         |                         |
|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL         | 3,538,877               | 3,542,875               | 3,231,148               | 3,309,122               | 3,309,122               |
| <b>GRAND TOTAL</b> | <b><u>3,538,877</u></b> | <b><u>3,542,875</u></b> | <b><u>3,231,148</u></b> | <b><u>3,309,122</u></b> | <b><u>3,309,122</u></b> |

## **SUMMARY BY DIVISION:**

|                    |                               |                         |                         |                         |                         |                         |
|--------------------|-------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 041000             | OFFICE OF THE TREASURER       | 650,903                 | 663,428                 | 680,830                 | 707,106                 | 707,106                 |
| 043000             | BUREAU OF ACCOUNTING          | 1,861,367               | 1,850,916               | 1,777,131               | 1,810,210               | 1,810,210               |
| 044000             | BUREAU OF REVENUE COLLECTIONS | 920,312                 | 935,430                 | 773,187                 | 791,806                 | 791,806                 |
| 047100             | SOLID WASTE ACCOUNTING        | 106,295                 | 93,101                  | 0                       | 0                       | 0                       |
| <b>GRAND TOTAL</b> |                               | <b><u>3,538,877</u></b> | <b><u>3,542,875</u></b> | <b><u>3,231,148</u></b> | <b><u>3,309,122</u></b> | <b><u>3,309,122</u></b> |

**DEPARTMENT STAFF SUMMARY  
TREASURY**

| POSITION TITLE                              | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|---------------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                             | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b><u>TREASURY - GENERAL FUND</u></b>       |                  |                    |                  |                  |                  |                  |
| Accounting Clerk II                         | 0.00             | 0                  | 0.00             | 0                | 2.00             | 64,066           |
| Accountant II                               | 3.00             | 189,007            | 4.00             | 257,007          | 4.00             | 259,414          |
| Accountant III                              | 3.00             | 229,512            | 3.00             | 235,719          | 3.00             | 242,790          |
| Accounting Clerk II                         | 9.00             | 392,956            | 8.00             | 336,455          | 5.00             | 236,833          |
| Accounting Technician I                     | 4.00             | 213,105            | 3.00             | 177,313          | 4.00             | 221,051          |
| Accounting Technician II                    | 6.00             | 357,860            | 5.00             | 290,992          | 5.00             | 299,722          |
| Accounts Payable Supervisor                 | 1.00             | 60,174             | 1.00             | 61,174           | 1.00             | 63,009           |
| Administrative Secretary III                | 0.00             | 0                  | 1.00             | 59,381           | 1.00             | 61,163           |
| Administrative Specialist II                | 0.00             | 0                  | 1.00             | 44,900           | 1.00             | 46,247           |
| Assistant Supervisor of Revenue Collections | 1.00             | 60,882             | 1.00             | 61,882           | 1.00             | 63,738           |
| Chief, Treasury Bureau                      | 2.00             | 195,426            | 2.00             | 197,426          | 2.00             | 203,349          |
| Deputy Treasurer                            | 1.00             | 119,781            | 1.00             | 119,781          | 1.00             | 124,781          |
| Financial Systems Coordinator               | 1.00             | 73,850             | 1.00             | 0                | 1.00             | 0                |
| Financial Systems Management Supervisor     | 1.00             | 84,947             | 0.00             | 0                | 0.00             | 0                |
| Grants Administrator                        | 0.00             | 0                  | 1.00             | 66,520           | 1.00             | 68,516           |
| Management Assistant II                     | 1.00             | 54,912             | 0.00             | 0                | 0.00             | 0                |
| Treasurer                                   | 1.00             | 136,126            | 1.00             | 125,000          | 1.00             | 127,500          |
| <b>FULL-TIME SALARIES</b>                   | <b>34.00</b>     | <b>2,168,538</b>   | <b>33.00</b>     | <b>2,033,550</b> | <b>33.00</b>     | <b>2,082,179</b> |
| <b>PART-TIME SALARIES</b>                   |                  |                    |                  |                  |                  |                  |
| Accounting Clerk II                         | 1.10             | 38,810             | 0.00             | 0                | 0.00             | 0                |
| <b>TOTAL PART-TIME SALARIES</b>             | <b>1.10</b>      | <b>38,810</b>      | <b>0.00</b>      | <b>0</b>         | <b>0.00</b>      | <b>0</b>         |
| <b>TEMPORARY SALARIES</b>                   |                  | <b>0</b>           |                  | <b>6,400</b>     |                  | <b>10,000</b>    |
| <b>SALARY TOTAL</b>                         | <b>35.10</b>     | <b>2,207,348 *</b> | <b>33.00</b>     | <b>2,039,950</b> | <b>33.00</b>     | <b>2,092,179</b> |

**DEPARTMENT STAFF SUMMARY  
TREASURY**

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension                              |                  | 220,735            |                  | 203,355          |                  | 208,219          |
| Workers' Compensation                |                  | 5,077              |                  | 3,864            |                  | 7,131            |
| Health Benefits                      |                  | 462,693            |                  | 440,456          |                  | 449,857          |
| PEHP                                 |                  | 39,888             |                  | 40,680           |                  | 33,732           |
| FICA                                 |                  | 167,505            |                  | 155,573          |                  | 159,104          |
| Miscellaneous                        |                  | 5,040              |                  | 4,480            |                  | 4,480            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>900,938</b>     |                  | <b>848,408</b>   |                  | <b>862,523</b>   |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>35.10</b>     | <b>3,108,286 *</b> | <b>33.00</b>     | <b>2,888,358</b> | <b>33.00</b>     | <b>2,954,702</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**TREASURY**  
**Office of the Treasurer**  
**Index #041000**

**ORIGIN/PURPOSE:**

The Office of the Treasurer is responsible for administration of the various areas of the Department of Treasury, including Accounting and Revenue Collections, and has oversight responsibility for Water and Sewer and Solid Waste Accounting. This office also provides financial support and information to the County Administration and County Council. It is responsible for maintaining the Administrative liaison with the County Council for providing fiscal impact notes and financial information, and support for proposed legislation and resolutions.

The Office of the Treasurer has been instrumental in securing the Certificate of Achievement for Excellence in Financial Reporting for Harford County's Comprehensive Annual Financial Report for the 28th consecutive year and has applied for the award for the most current audit.

**FY 17 GOALS:**

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

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 627,770                  | 638,398                  | 654,095                              | 679,416                                 | 679,416                  |
| 20 CONTRACTUAL SERVICES             | 7,306                    | 6,659                    | 8,260                                | 8,315                                   | 8,315                    |
| 30 SUPPLIES & MATERIALS             | 5,406                    | 5,502                    | 5,700                                | 5,700                                   | 5,700                    |
| 40 BUSINESS AND TRAVEL              | 9,487                    | 11,944                   | 11,775                               | 12,675                                  | 12,675                   |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 934                      | 925                      | 1,000                                | 1,000                                   | 1,000                    |
| <b>GRAND TOTAL</b>                  | <b>650,903</b>           | <b>663,428</b>           | <b>680,830</b>                       | <b>707,106</b>                          | <b>707,106</b>           |

**FUNDING SOURCE:**

|            |                |                |                |                |                |
|------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL | <b>650,903</b> | <b>663,428</b> | <b>680,830</b> | <b>707,106</b> | <b>707,106</b> |
|------------|----------------|----------------|----------------|----------------|----------------|



**TREASURY**  
**Office of the Treasurer**  
**Index #041000**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                       |
|--------------|--------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 654,095      | 679,416      | 25,321        | <u>PERSONAL SERVICES</u> increase \$25,321<br>Increase is the net result of the FY 17 Merit salary increase of 3% and salary adjustments; also adjustments to pension, health benefits and PEHP (Post Employment Health Plan) |
| 11,775       | 12,675       | 900           | <u>BUSINESS &amp; TRAVEL</u> increase \$900<br>Increase in lodging and professional books based on actual expense history                                                                                                     |

# DIVISION STAFF SUMMARY

Office of Treasurer

Index #041000

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Accountant III                       | 1.00             | 64,135           | 1.00             | 68,342         | 1.00             | 70,392         |
| Accounting Technician II             | 1.00             | 61,566           | 1.00             | 62,566         | 1.00             | 64,443         |
| Administrative Secretary III         | 0.00             | 0                | 1.00             | 59,381         | 1.00             | 61,163         |
| Administrative Specialist II         | 0.00             | 0                | 1.00             | 44,900         | 1.00             | 46,247         |
| Deputy Treasurer                     | 1.00             | 119,781          | 1.00             | 119,781        | 1.00             | 124,781        |
| Management Assistant II              | 1.00             | 54,912           | 0.00             | 0              | 0.00             | 0              |
| Treasurer                            | 1.00             | 136,126          | 1.00             | 125,000        | 1.00             | 127,500        |
| <b>SALARY TOTAL</b>                  | <b>5.00</b>      | <b>436,520</b>   | <b>6.00</b>      | <b>479,970</b> | <b>6.00</b>      | <b>494,526</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension                              |                  | 43,652           |                  | 47,997         |                  | 49,453         |
| Workers' Compensation                |                  | 1,004            |                  | 912            |                  | 1,681          |
| Health Benefits                      |                  | 79,853           |                  | 83,621         |                  | 88,536         |
| PEHP                                 |                  | 8,864            |                  | 4,520          |                  | 7,496          |
| FICA                                 |                  | 32,036           |                  | 36,235         |                  | 36,884         |
| Miscellaneous                        |                  | 700              |                  | 840            |                  | 840            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>166,109</b>   |                  | <b>174,125</b> |                  | <b>184,890</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>5.00</b>      | <b>602,629 *</b> | <b>6.00</b>      | <b>654,095</b> | <b>6.00</b>      | <b>679,416</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**TREASURY**  
**Bureau of Accounting**  
**Index #043000**

**ORIGIN/PURPOSE:**

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

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

**FY 17 GOALS:**

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

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 1,770,693                | 1,748,746                | 1,620,556                            | 1,653,210                               | 1,653,210                |
| 20 CONTRACTUAL SERVICES             | 61,549                   | 62,615                   | 115,200                              | 114,625                                 | 114,625                  |
| 30 SUPPLIES & MATERIALS             | 26,170                   | 29,494                   | 37,500                               | 37,500                                  | 37,500                   |
| 40 BUSINESS AND TRAVEL              | 2,737                    | 4,623                    | 3,725                                | 4,725                                   | 4,725                    |
| 50 CAPITAL                          | 0                        | 5,300                    | 0                                    | 0                                       | 0                        |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 218                      | 138                      | 150                                  | 150                                     | 150                      |
| <b>GRAND TOTAL</b>                  | <b><u>1,861,367</u></b>  | <b><u>1,850,916</u></b>  | <b><u>1,777,131</u></b>              | <b><u>1,810,210</u></b>                 | <b><u>1,810,210</u></b>  |
| <b><u>FUNDING SOURCE:</u></b>       |                          |                          |                                      |                                         |                          |
| 11 GENERAL                          | <b><u>1,861,367</u></b>  | <b><u>1,850,916</u></b>  | <b><u>1,777,131</u></b>              | <b><u>1,810,210</u></b>                 | <b><u>1,810,210</u></b>  |

|                                                                                                               |
|---------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>TREASURY</b><br/> <b>Bureau of Accounting</b><br/> <b>Index #043000</b></p> |
|---------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                       |
|--------------|--------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1,620,556    | 1,653,210    | 32,654        | <u>PERSONAL SERVICES</u> increase \$32,654<br>Increase is the net result of the FY 17 Merit increase of 3% and staff turnover; as well as adjustments to pension, health benefits and the PEHP (Post Employment Health Plan). |
| 115,200      | 114,625      | (575)         | <u>CONTRACTUAL SERVICES</u> decrease (\$575)<br>Decrease in office equipment based on actual expense history                                                                                                                  |
| 3,725        | 4,725        | 1,000         | <u>BUSINESS AND TRAVEL</u> increase \$1,000<br>Increase in training seminars based on actual expense history                                                                                                                  |

# DIVISION STAFF SUMMARY

Bureau of Accounting

Index #043000

| POSITION TITLE                          | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|-----------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Accountant II                           | 3.00             | 189,007          | 4.00             | 257,007          | 4.00             | 259,414          |
| Accountant III                          | 2.00             | 165,377          | 2.00             | 167,377          | 2.00             | 172,398          |
| Accounting Clerk II                     | 4.00             | 177,805          | 3.00             | 136,477          | 3.00             | 140,571          |
| Accounting Technician I                 | 2.00             | 128,500          | 2.00             | 130,500          | 2.00             | 134,415          |
| Accounting Technician II                | 4.00             | 224,426          | 4.00             | 228,426          | 4.00             | 235,279          |
| Accounts Payable Supervisor             | 1.00             | 60,174           | 1.00             | 61,174           | 1.00             | 63,009           |
| Chief, Treasury Bureau                  | 1.00             | 105,898          | 1.00             | 106,898          | 1.00             | 110,105          |
| Financial Systems Coordinator           | 1.00             | 73,850           | 1.00             | 0                | 1.00             | 0                |
| Financial Systems Management Supervisor | 1.00             | 84,947           | 0.00             | 0                | 0.00             | 0                |
| Grants Administrator                    | 0.00             | 0                | 1.00             | 66,520           | 1.00             | 68,516           |
| <b>SALARY TOTAL</b>                     | <b>19.00</b>     | <b>1,209,984</b> | <b>19.00</b>     | <b>1,154,379</b> | <b>19.00</b>     | <b>1,183,707</b> |
| <b>OTHER PERSONAL SERVICES</b>          |                  |                  |                  |                  |                  |                  |
| Pension                                 |                  | 120,998          |                  | 115,438          |                  | 118,371          |
| Workers' Compensation                   |                  | 2,783            |                  | 2,194            |                  | 4,077            |
| Health Benefits                         |                  | 227,721          |                  | 239,636          |                  | 235,242          |
| PEHP                                    |                  | 13,296           |                  | 18,080           |                  | 18,740           |
| FICA                                    |                  | 92,564           |                  | 88,309           |                  | 90,553           |
| Miscellaneous                           |                  | 2,660            |                  | 2,520            |                  | 2,520            |
| <b>TOTAL OTHER PERSONAL SERVICES</b>    |                  | <b>460,022</b>   |                  | <b>466,177</b>   |                  | <b>469,503</b>   |
| <b>TOTAL PERSONAL SERVICES</b>          | <b>19.00</b>     | <b>1,670,006</b> | <b>19.00</b>     | <b>1,620,556</b> | <b>19.00</b>     | <b>1,653,210</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**TREASURY**  
**Bureau of Revenue Collections**  
**Index #044000**

**ORIGIN/PURPOSE:**

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

**FY 17 GOALS:**

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

**ALL FUND SUMMARY:**

|                                 | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|---------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| 10 PERSONAL SERVICES            | 762,704                  | 781,012                  | 613,707                              | 622,076                                 | 622,076                  |
| 20 CONTRACTUAL SERVICES         | 71,921                   | 63,032                   | 62,115                               | 72,365                                  | 72,365                   |
| 30 SUPPLIES & MATERIALS         | 83,793                   | 89,432                   | 95,950                               | 95,950                                  | 95,950                   |
| 40 BUSINESS AND TRAVEL          | 1,832                    | 1,954                    | 1,340                                | 1,340                                   | 1,340                    |
| 80 INTER-GOVERNMENTAL/INTERFUND | 62                       | 0                        | 75                                   | 75                                      | 75                       |
| <b>GRAND TOTAL</b>              | <b>920,312</b>           | <b>935,430</b>           | <b>773,187</b>                       | <b>791,806</b>                          | <b>791,806</b>           |

**FUNDING SOURCE:**

|            |                |                |                |                |                |
|------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL | <b>920,312</b> | <b>935,430</b> | <b>773,187</b> | <b>791,806</b> | <b>791,806</b> |
|------------|----------------|----------------|----------------|----------------|----------------|

|                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>TREASURY</b><br/> <b>Bureau of Revenue Collections</b><br/> <b>Index #044000</b></p> |
|------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                        |
|--------------|--------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 613,707      | 622,076      | 8,369         | <u>PERSONAL SERVICES</u> increase \$8,369<br>Increase is the net result of the FY 17 Merit salary increase of 3%, staff turnover and an increase in temporary salaries for additional seasonal help. Also adjustments to health benefits, pension, and the PEHP (Post Employment Health Plan). |
| 62,115       | 72,365       | 10,250        | <u>CONTRACTUAL SERVICES</u> increase \$10,250<br>Increase in other professional services based on actual expense history                                                                                                                                                                       |

**DIVISION STAFF SUMMARY**  
**Bureau of Revenue Collections**  
**Index #044000**

| POSITION TITLE                              | ENACTED<br>FY 15 |                | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|---------------------------------------------|------------------|----------------|------------------|----------------|------------------|----------------|
|                                             | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Accounting Clerk I                          | 0.00             | 0              | 0.00             | 0              | 2.00             | 64,066 A       |
| Accounting Clerk II                         | 5.00             | 215,151        | 5.00             | 199,978        | 2.00             | 96,262         |
| Accounting Technician I                     | 2.00             | 84,605         | 1.00             | 46,813         | 2.00             | 86,636 B       |
| Assistant Supervisor of Revenue Collections | 1.00             | 60,882         | 1.00             | 61,882         | 1.00             | 63,738         |
| Chief, Treasury Bureau                      | 1.00             | 89,528         | 1.00             | 90,528         | 1.00             | 93,244         |
| <b>TOTAL FULL-TIME SALARIES</b>             | <b>9.00</b>      | <b>450,166</b> | <b>8.00</b>      | <b>399,201</b> | <b>8.00</b>      | <b>403,946</b> |
| <b>PART-TIME SALARIES</b>                   |                  |                |                  |                |                  |                |
| Accounting Clerk II                         | 1.10             | 38,810         | 0.00             | 0              | 0.00             | 0              |
| <b>TOTAL PART-TIME SALARIES</b>             | <b>1.10</b>      | <b>38,810</b>  | <b>0.00</b>      | <b>0</b>       | <b>0.00</b>      | <b>0</b>       |
| <b>TEMPORARY SALARIES</b>                   |                  | <b>0</b>       |                  | <b>6,400</b>   |                  | <b>10,000</b>  |
| <b>SALARY TOTAL</b>                         | <b>10.10</b>     | <b>488,976</b> | <b>8.00</b>      | <b>405,601</b> | <b>8.00</b>      | <b>413,946</b> |
| <b>OTHER PERSONAL SERVICES</b>              |                  |                |                  |                |                  |                |
| Pension                                     |                  | 48,898         |                  | 39,920         |                  | 40,395         |
| Workers' Compensation                       |                  | 1,125          |                  | 758            |                  | 1,373          |
| Health Benefits                             |                  | 141,528        |                  | 117,199        |                  | 126,079        |
| PEHP                                        |                  | 17,728         |                  | 18,080         |                  | 7,496          |
| FICA                                        |                  | 37,407         |                  | 31,029         |                  | 31,667         |
| Miscellaneous                               |                  | 1,540          |                  | 1,120          |                  | 1,120          |
| <b>TOTAL OTHER PERSONAL SERVICES</b>        |                  | <b>248,226</b> |                  | <b>208,106</b> |                  | <b>208,130</b> |
| <b>TOTAL PERSONAL SERVICES</b>              | <b>10.10</b>     | <b>737,202</b> | <b>8.00</b>      | <b>613,707</b> | <b>8.00</b>      | <b>622,076</b> |

**\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts**

A - Two (2) Accounting Clerk II reclassified to Accounting Clerk I - #0142, #3085

B - One (1) Accounting Clerk II reclassified to Accounting Technician I - #0141



|                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>TREASURY</b><br/> <b>Solid Waste Accounting</b><br/> <b>Index #047100</b></p> |
|-----------------------------------------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

Harford County Solid Waste Services was established as of July 1, 1992, to account for the County's solid waste operation. This Division is responsible for billing and collection of all fees associated with the County's solid waste services and for providing detailed information and reporting on these fees.

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 105,903          | 92,901           | 0                           | 0                              | 0                |
| 30 SUPPLIES & MATERIALS             | 355              | 200              | 0                           | 0                              | 0                |
| 40 BUSINESS AND TRAVEL              | 8                | 0                | 0                           | 0                              | 0                |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 29               | 0                | 0                           | 0                              | 0                |
| <b>GRAND TOTAL</b>                  | <b>106,295</b>   | <b>93,101</b>    | <b>0</b>                    | <b>0</b>                       | <b>0</b>         |

**FUNDING SOURCE:**

|            |         |        |   |   |   |
|------------|---------|--------|---|---|---|
| 11 GENERAL | 106,295 | 93,101 | 0 | 0 | 0 |
|------------|---------|--------|---|---|---|

**FINANCIAL NOTES:**

| FY 16 | FY 17 | CHANGE | EXPLANATION OF INCREASE/DECREASE                                                         |
|-------|-------|--------|------------------------------------------------------------------------------------------|
| 0     | 0     | 0      | The duties of this division will now be managed by staff within the Bureau of Accounting |

**DIVISION STAFF SUMMARY**  
**Solid Waste Accounting**  
**Index #047100**

| POSITION TITLE                       | ENACTED<br>FY 15 |                 | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|--------------------------------------|------------------|-----------------|------------------|----------|------------------|----------|
|                                      | POSITIONS        | SALARIES        | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| Accounting Technician II             | 1.00             | 71,868          | 0.00             | 0        | 0.00             | 0        |
| <b>SALARY TOTAL</b>                  | <b>1.00</b>      | <b>71,868</b>   | <b>0.00</b>      | <b>0</b> | <b>0.00</b>      | <b>0</b> |
|                                      |                  |                 |                  |          |                  |          |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                 |                  |          |                  |          |
| Pension                              |                  | 7,187           |                  | 0        |                  | 0        |
| Workers' Compensation                |                  | 165             |                  | 0        |                  | 0        |
| Health Benefits                      |                  | 13,591          |                  | 0        |                  | 0        |
| FICA                                 |                  | 5,498           |                  | 0        |                  | 0        |
| Miscellaneous                        |                  | 140             |                  | 0        |                  | 0        |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>26,581</b>   |                  | <b>0</b> |                  | <b>0</b> |
|                                      |                  |                 |                  |          |                  |          |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>1.00</b>      | <b>98,449 *</b> | <b>0.00</b>      | <b>0</b> | <b>0.00</b>      | <b>0</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**TREASURY**  
**Water and Sewer Accounting**  
**Index #045000**

**ORIGIN/PURPOSE:**

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

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

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

**FY 17 GOALS:**

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

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 658,523                  | 710,648                  | 725,683                              | 749,715                                 | 749,715                  |
| 20 CONTRACTUAL SERVICES             | 25,069                   | 111,089                  | 352,405                              | 375,105                                 | 375,105                  |
| 30 SUPPLIES & MATERIALS             | 117,323                  | 121,949                  | 120,315                              | 119,315                                 | 119,315                  |
| 40 BUSINESS AND TRAVEL              | 1,445                    | 1,874                    | 1,985                                | 1,985                                   | 1,985                    |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 13                       | 7                        | 50                                   | 50                                      | 50                       |
| <b>GRAND TOTAL</b>                  | <b>802,373</b>           | <b>945,567</b>           | <b>1,200,438</b>                     | <b>1,246,170</b>                        | <b>1,246,170</b>         |

**FUNDING SOURCE:**

|            |                |                |                  |                  |                  |
|------------|----------------|----------------|------------------|------------------|------------------|
| 11 GENERAL | <b>802,373</b> | <b>945,567</b> | <b>1,200,438</b> | <b>1,246,170</b> | <b>1,246,170</b> |
|------------|----------------|----------------|------------------|------------------|------------------|

|                                                                                                                     |
|---------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>TREASURY</b><br/> <b>Water and Sewer Accounting</b><br/> <b>Index #045000</b></p> |
|---------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                     |
|--------------|--------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 725,683      | 749,715      | 24,032        | <u>PERSONAL SERVICES</u> increase \$24,032<br>Increase is the net result of the FY 17 Merit salary increase of 3%, staff turnover, and adjustments to pension, health benefits, and the Post Employment Health Plan (PEHP). |
| 352,405      | 375,105      | 22,700        | <u>CONTRACTUAL SERVICES</u> increase \$22,700<br>Increase in space and real estate rental for rent payment to the general fund for water and sewer office space in the administration building                              |
| 120,315      | 119,315      | (1,000)       | <u>SUPPLIES &amp; MATERIALS</u> decrease (\$1,000)<br>Decrease in duplicating machine supplies based on actual expense history                                                                                              |

**DIVISION STAFF SUMMARY**  
**Water & Sewer Accounting**  
**Index #045000**

| POSITION TITLE                              | ENACTED<br>FY 15 |                | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|---------------------------------------------|------------------|----------------|------------------|----------------|------------------|----------------|
|                                             | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Accountant II                               | 0.00             | 0              | 0.00             | 0              | 0.00             |                |
| Accountant III                              | 1.00             | 74,256         | 1.00             | 75,256         | 1.00             | 77,514         |
| Accounting Clerk II                         | 5.00             | 206,379        | 5.00             | 225,679        | 5.00             | 215,557        |
| Accounting Technician I                     | 2.00             | 126,833        | 2.00             | 128,833        | 2.00             | 132,698        |
| Assistant Supervisor of Revenue Collections | 1.00             | 78,334         | 1.00             | 79,334         | 1.00             | 81,714         |
| <b>SALARY TOTAL</b>                         | <b>9.00</b>      | <b>485,802</b> | <b>9.00</b>      | <b>509,102</b> | <b>9.00</b>      | <b>507,483</b> |
| <b>OTHER PERSONAL SERVICES</b>              |                  |                |                  |                |                  |                |
| Pension                                     |                  | 48,580         |                  | 50,910         |                  | 50,748         |
| Workers' Compensation                       |                  | 1,117          |                  | 967            |                  | 1,725          |
| Health Benefits                             |                  | 101,563        |                  | 115,458        |                  | 142,181        |
| PEHP                                        |                  | 13,296         |                  | 9,040          |                  | 7,496          |
| FICA                                        |                  | 37,164         |                  | 38,946         |                  | 38,822         |
| Miscellaneous                               |                  | 1,260          |                  | 1,260          |                  | 1,260          |
| <b>TOTAL OTHER PERSONAL SERVICES</b>        |                  | <b>202,980</b> |                  | <b>216,581</b> |                  | <b>242,232</b> |
| <b>TOTAL PERSONAL SERVICES</b>              | <b>9.00</b>      | <b>688,782</b> | <b>9.00</b>      | <b>725,683</b> | <b>9.00</b>      | <b>749,715</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

## TREASURY - OFFICE OF THE TREASURER OBJECTIVES & PERFORMANCE MEASURES

### **Department Objective**

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

### **County Goal(s) Supported**

I. Fiscal Balance and Efficiency

| Measure                                               | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|-------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                  |             |             |             |             |               |
| Cost of Issuance Expense                              | \$774,343   | \$364,689   | \$801,567   | \$1,040,000 | \$1,040,000   |
| <b><u>Output:</u></b>                                 |             |             |             |             |               |
| Presentation to Credit Rating Agencies                | 1           | 1           | 1           | 1           | 1             |
| Official Statement                                    | 1           | 1           | 1           | 1           | 1             |
| <b><u>Outcome:</u></b>                                |             |             |             |             |               |
| Bond Rating from the three major bond rating agencies |             |             |             |             |               |
| Moody's Investor Services                             | Aaa         | Aaa         | Aaa         | Aaa         | Aaa           |
| Fitch Ratings                                         | AAA         | AAA         | AAA         | AAA         | AAA           |
| Standard and Poors Cup                                | AAA         | AAA         | AAA         | AAA         | AAA           |

### **Explanation and Analysis of Performance Measures**

To maintain the County's Triple A rating with all three major bond rating agencies. We will continue to strive to produce the highest quality Official Statement when offering our bonds in the market place.

### **Major Related Plans and Policies**

GFOA's best practices

## TREASURY - BUREAU OF ACCOUNTING

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

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

#### **Department Objective**

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

#### **County Goal(s) Supported**

III. Efficient County Government

| Measure                                                                                                      | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimated 2017 |
|--------------------------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|----------------|
| <b><u>Input:</u></b>                                                                                         |             |             |             |             |                |
| Dollars allocated                                                                                            | \$4,661,212 | \$4,343,262 | \$4,817,410 | \$4,431,586 | \$4,575,658    |
| Number of staff                                                                                              | 45          | 45          | 45          | 40          | 40             |
| <b><u>Output:</u></b>                                                                                        |             |             |             |             |                |
| Number of reports issues by legislative mandate:                                                             |             |             |             |             |                |
| CAFR - October 31st                                                                                          | 1           | 1           | 1           | 1           | 1              |
| UFR - November 1st                                                                                           | 1           | 1           | 1           | 1           | 1              |
| <b><u>Efficiency:</u></b>                                                                                    |             |             |             |             |                |
| Number of days planned vs. number of days to complete                                                        | 104/104     | 110/110     | 109/109     | 109/109     | 109/109        |
| <b><u>Service Quality:</u></b>                                                                               |             |             |             |             |                |
| Certificate of Achievement awarded by the Government Financial Officers Association                          | Yes         | Yes         | Yes         | Yes         | Yes            |
| <b><u>Outcome:</u></b>                                                                                       |             |             |             |             |                |
| Financial statements determined to conform to Generally Accepted Accounting Principles without qualification | Yes         | Yes         | Yes         | Yes         | Yes            |

#### **Explanation and Analysis of Performance Measures**

In order to fairly present the County's financial position and operating results in conformity with Generally Accepted Accounting Principals (GAAP), Governmental Accounting Standards Board (GASB), Governmental Finance Officers Association (GFOA), Financial Accounting Standards Board (FASB), County, State, and Federal guidelines. To complete one hundred percent of the above mentioned reports on time and in compliance with established guidelines.

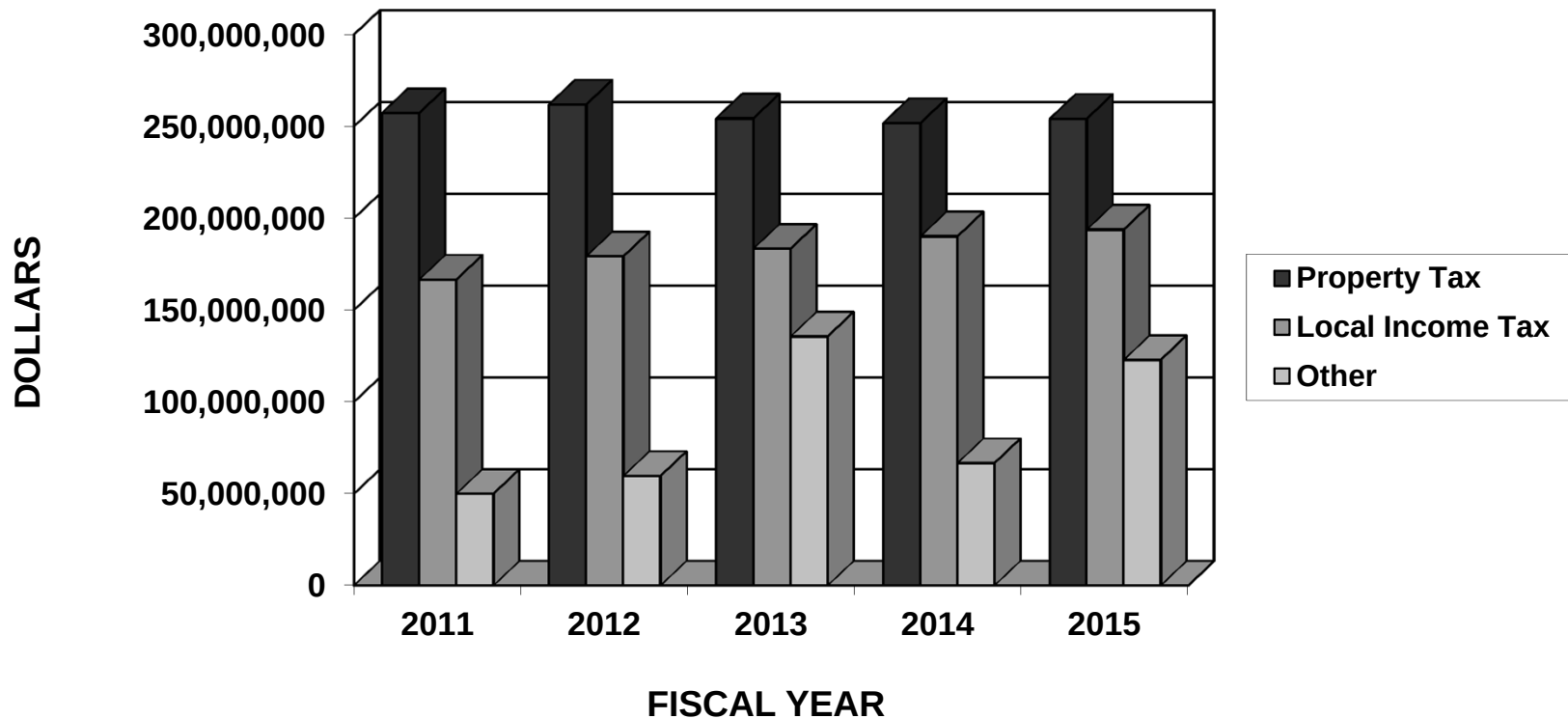
#### **Major Related Plans and Policies**

GAAP, GASB, and GFOA policies

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

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

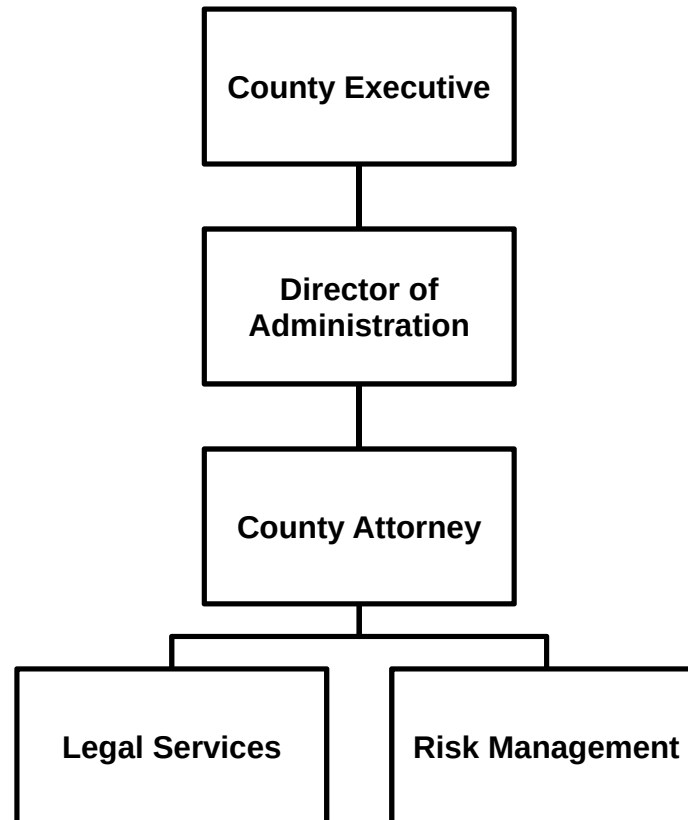
# Bureau of Accounting Growth of Financial Activities General Fund Revenues



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



# DEPARTMENT OF LAW



## LAW

### **ORIGIN/PURPOSE:**

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

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

### **MISSION STATEMENT:**

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

### **FY 17 GOALS:**

- TO PROVIDE SOUND LEGAL AND PRACTICAL ADVICE AND COUNSEL TO CLIENT AGENCIES
- TO PROVIDE EFFECTIVE ADVOCACY IN ADMINISTRATIVE, JUDICIAL AND LEGISLATIVE FORUMS
- TO PROVIDE EFFICIENT, EXPEDIENT DOCUMENT REVIEW AND PROCESSING FOR CLIENTS
- TO REMAIN INVOLVED PROACTIVELY AS A MANAGEMENT RESOURCE
- TO SUPPORT LEGISLATIVE INITIATIVES TO ADVANCE THE COUNTY'S GOALS AND OBJECTIVES
- TO MINIMIZE THE COUNTY'S EXPOSURE FOR FINANCIAL LOSS
- TO REVIEW THE NUMBER OF ACCIDENTS INVOLVING COUNTY EMPLOYEES AND EQUIPMENT TO DETERMINE IF THE ACCIDENTS CAN BE MINIMIZED OR PREVENTED
- TO REDUCE THE NUMBER OF OCCUPATIONAL AND SAFETY VIOLATIONS BY COUNTY AGENCIES
- TO MAINTAIN AND PROVIDE INSURANCE CERTIFICATES

# LAW

## ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17        |
|-------------------------------------|-------------------------|-------------------------|-----------------------------|--------------------------------|-------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                         |                         |                             |                                |                         |
| 10 PERSONAL SERVICES                | 2,050,566               | 2,027,931               | 2,053,299                   | 1,962,600                      | 1,962,600               |
| 20 CONTRACTUAL SERVICES             | 13,568                  | 15,636                  | 45,225                      | 69,875                         | 69,875                  |
| 30 SUPPLIES AND MATERIALS           | 5,543                   | 6,479                   | 11,285                      | 9,535                          | 9,535                   |
| 40 BUSINESS AND TRAVEL              | 23,286                  | 18,566                  | 29,975                      | 27,440                         | 27,440                  |
| 50 CAPITAL OUTLAY                   | 1,137                   | 12,351                  | 0                           | 0                              | 0                       |
| 70 MISCELLANEOUS                    | 25,451                  | 25,052                  | 25,698                      | 25,698                         | 25,698                  |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 580                     | 287                     | 1,000                       | 500                            | 500                     |
| <b>GRAND TOTAL</b>                  | <b><u>2,120,131</u></b> | <b><u>2,106,302</u></b> | <b><u>2,166,482</u></b>     | <b><u>2,095,648</u></b>        | <b><u>2,095,648</u></b> |

## **SUMMARY BY FUND:**

|                    |                         |                         |                         |                         |                         |
|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL         | <u>2,120,131</u>        | <u>2,106,302</u>        | <u>2,166,482</u>        | <u>2,095,648</u>        | <u>2,095,648</u>        |
| <b>GRAND TOTAL</b> | <b><u>2,120,131</u></b> | <b><u>2,106,302</u></b> | <b><u>2,166,482</u></b> | <b><u>2,095,648</u></b> | <b><u>2,095,648</u></b> |

## **SUMMARY BY DIVISION:**

|                    |                 |                         |                         |                         |                         |                         |
|--------------------|-----------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 052000             | LEGAL SERVICES  | 2,120,131               | 2,106,302               | 1,932,727               | 1,955,820               | 1,955,820               |
| 054000             | RISK MANAGEMENT | <u>0</u>                | <u>0</u>                | <u>233,755</u>          | <u>139,828</u>          | <u>139,828</u>          |
| <b>GRAND TOTAL</b> |                 | <b><u>2,120,131</u></b> | <b><u>2,106,302</u></b> | <b><u>2,166,482</u></b> | <b><u>2,095,648</u></b> | <b><u>2,095,648</u></b> |

## LAW

### FINANCIAL NOTES:

| FY 16     | FY 17     | CHANGE   | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------|-----------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2,053,299 | 1,962,600 | (90,699) | <p><u>PERSONAL SERVICES</u> decrease (\$90,699)</p> <p>Decrease is the net result of the abolishment of two (2) Law-Risk Management positions and a decrease in funds for health benefits, post employment health plan (PEHP) and FICA based on actual expense history. Other adjustments made for one (1) position transferred from Human Resources to Law-Risk Management, pension and retirement, workers' compensation and the FY 17 Merit Salary increase of 3%.</p> |
| 45,225    | 69,875    | 24,650   | <p><u>CONTRACTUAL SERVICES</u> increase \$24,650</p> <p>Increase for Legal and Other Professional Services to provide for expert legal counsel for tax sale, labor counsel, and unanticipated outsourced legal services.</p>                                                                                                                                                                                                                                              |
| 11,285    | 9,535     | (1,750)  | <p><u>SUPPLIES AND MATERIALS</u> decrease (\$1,750)</p> <p>Funding for computer supplies and printing are reduced based on actual expense history.</p>                                                                                                                                                                                                                                                                                                                    |
| 29,975    | 27,440    | (2,535)  | <p><u>BUSINESS AND TRAVEL</u> decrease (\$2,535)</p> <p>Funding for Vehicle Maintenance, Fuel Charges, Professional Books &amp; Periodicals, Membership Fees and Dues and Training Seminars and Courses were adjusted for a net decrease based on actual expense history.</p>                                                                                                                                                                                             |

**DEPARTMENT STAFF SUMMARY**  
**LAW**

| POSITION TITLE                   | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|----------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                  | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Administrative Secretary III     | 1.00             | 63,805           | 1.00             | 54,000           | 1.00             | 55,620           |
| Administrative Specialist I      | 0.00             | 0                | 1.00             | 51,365           | 2.00             | 123,213          |
| Assistant County Attorney II     | 1.00             | 79,756           | 1.00             | 80,756           | 0.00             | 0                |
| Claims Adjuster                  | 0.00             | 0                | 1.00             | 50,296           | 0.00             | 0                |
| County Attorney                  | 1.00             | 138,811          | 1.00             | 135,000          | 1.00             | 136,000          |
| Legal Assistant III              | 2.00             | 108,282          | 0.00             | 0                | 0.00             | 0                |
| Legal Specialist I               | 1.00             | 40,000           | 0.00             | 0                | 0.00             | 0                |
| Legal Specialist II              | 0.00             | 0                | 1.00             | 61,882           | 0.00             | 0                |
| Legal Specialist III             | 1.00             | 62,484           | 1.00             | 63,484           | 2.00             | 121,002          |
| Management Assistant I           | 0.00             | 0                | 1.00             | 74,932           | 1.00             | 77,180           |
| Risk & Safety Officer            | 0.00             | 0                | 0.00             | 0                | 1.00             | 74,160           |
| Risk Manager                     | 0.00             | 0                | 1.00             | 97,969           | 0.00             | 0                |
| Senior Assistant County Attorney | 8.00             | 926,984          | 7.00             | 809,385          | 7.00             | 818,447          |
| <b>TOTAL FULL-TIME SALARIES</b>  | <b>15.00</b>     | <b>1,420,122</b> | <b>16.00</b>     | <b>1,479,069</b> | <b>15.00</b>     | <b>1,405,622</b> |
| <b>PART-TIME SALARIES</b>        |                  |                  |                  |                  |                  |                  |
| Administrative Specialist II     | 0.80             | 53,769           | 0.00             | 0                | 0.00             | 0                |
| <b>TOTAL PART-TIME SALARIES</b>  | <b>0.80</b>      | <b>53,769</b>    | <b>0.00</b>      | <b>0</b>         | <b>0.00</b>      | <b>0</b>         |
| <b>TEMPORARY SALARIES</b>        | 0.00             | 0                | 0.00             | 0                | 0.00             | 15,000           |
| <b>SALARY TOTAL</b>              | <b>15.80</b>     | <b>1,473,891</b> | <b>16.00</b>     | <b>1,479,069</b> | <b>15.00</b>     | <b>1,420,622</b> |

**DEPARTMENT STAFF SUMMARY  
LAW**

| POSITION TITLE                       | ENACTED<br>FY 15    |                           | ENACTED<br>FY 16    |                         | ENACTED<br>FY 17    |                         |
|--------------------------------------|---------------------|---------------------------|---------------------|-------------------------|---------------------|-------------------------|
|                                      | POSITIONS           | SALARIES                  | POSITIONS           | SALARIES                | POSITIONS           | SALARIES                |
| <b>OTHER PERSONAL SERVICES</b>       |                     |                           |                     |                         |                     |                         |
| Pension & Retirement                 |                     | 148,242                   |                     | 140,414                 |                     | 142,062                 |
| Workers' Compensation                |                     | 3,390                     |                     | 3,153                   |                     | 5,343                   |
| Health Benefits                      |                     | 234,576                   |                     | 290,275                 |                     | 272,047                 |
| PEHP                                 |                     | 22,160                    |                     | 27,120                  |                     | 14,992                  |
| FICA                                 |                     | 109,739                   |                     | 111,028                 |                     | 105,434                 |
| Miscellaneous                        |                     | 2,240                     |                     | 2,240                   |                     | 2,100                   |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                     | <b>520,347</b>            |                     | <b>574,230</b>          |                     | <b>541,978</b>          |
| <b>TOTAL PERSONAL SERVICES</b>       | <b><u>15.80</u></b> | <b><u>1,994,238 *</u></b> | <b><u>16.00</u></b> | <b><u>2,053,299</u></b> | <b><u>15.00</u></b> | <b><u>1,962,600</u></b> |

\* FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

|                                                                    |
|--------------------------------------------------------------------|
| <p><b>LAW</b><br/><b>Law Division</b><br/><b>Index #052000</b></p> |
|--------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

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

**MISSION STATEMENT:**

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

**FY 17 GOALS:**

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

TO PROVIDE EFFECTIVE ADVOCACY IN ADMINISTRATIVE, JUDICIAL AND LEGISLATIVE FORUMS

TO PROVIDE EFFICIENT, EXPEDIENT DOCUMENT REVIEW AND PROCESSING FOR CLIENTS

TO REMAIN INVOLVED PROACTIVELY AS A MANAGEMENT RESOURCE

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

# LAW

## ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17        |
|-------------------------------------|-------------------------|-------------------------|-----------------------------|--------------------------------|-------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                         |                         |                             |                                |                         |
| 10 PERSONAL SERVICES                | 2,050,566               | 2,027,931               | 1,834,679                   | 1,833,617                      | 1,833,617               |
| 20 CONTRACTUAL SERVICES             | 13,568                  | 15,636                  | 38,450                      | 68,500                         | 68,500                  |
| 30 SUPPLIES AND MATERIALS           | 5,543                   | 6,479                   | 8,600                       | 7,600                          | 7,600                   |
| 40 BUSINESS AND TRAVEL              | 23,286                  | 18,566                  | 24,300                      | 19,905                         | 19,905                  |
| 50 CAPITAL OUTLAY                   | 1,137                   | 12,351                  | 0                           | 0                              | 0                       |
| 70 MISCELLANEOUS                    | 25,451                  | 25,052                  | 25,698                      | 25,698                         | 25,698                  |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 580                     | 287                     | 1,000                       | 500                            | 500                     |
| <b>GRAND TOTAL</b>                  | <b><u>2,120,131</u></b> | <b><u>2,106,302</u></b> | <b><u>1,932,727</u></b>     | <b><u>1,955,820</u></b>        | <b><u>1,955,820</u></b> |

## **SUMMARY BY FUND:**

|                    |                         |                         |                         |                         |                         |
|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL         | <u>2,120,131</u>        | <u>2,106,302</u>        | <u>1,932,727</u>        | <u>1,955,820</u>        | <u>1,955,820</u>        |
| <b>GRAND TOTAL</b> | <b><u>2,120,131</u></b> | <b><u>2,106,302</u></b> | <b><u>1,932,727</u></b> | <b><u>1,955,820</u></b> | <b><u>1,955,820</u></b> |

## **SUMMARY BY DIVISION:**

|                    |                |                         |                         |                         |                         |                         |
|--------------------|----------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 052000             | LEGAL SERVICES | <u>2,120,131</u>        | <u>2,106,302</u>        | <u>1,932,727</u>        | <u>1,955,820</u>        | <u>1,955,820</u>        |
| <b>GRAND TOTAL</b> |                | <b><u>2,120,131</u></b> | <b><u>2,106,302</u></b> | <b><u>1,932,727</u></b> | <b><u>1,955,820</u></b> | <b><u>1,955,820</u></b> |



## LAW

### FINANCIAL NOTES:

| FY 16     | FY 17     | CHANGE  | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                   |
|-----------|-----------|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1,834,679 | 1,833,617 | (1,062) | <u>PERSONAL SERVICES</u> decrease (\$1,062)<br>Decrease based on the net result of adjustments in health benefits, post employment health plan (PEHP) and FICA, offset by increased funds for pension/retirement, workers' compensation and the FY 17 Merit Salary increase of 3%. |
| 38,450    | 68,500    | 30,050  | <u>CONTRACTUAL SERVICES</u> increase \$30,050<br>Adjustments were made to provide for tax sale counsel, labor counsel, and other unanticipated outsourced legal services along with Other Professional Services based on actual expense history.                                   |
| 8,600     | 7,600     | (1,000) | <u>MATERIALS &amp; SUPPLIES</u> decrease (\$1,000)<br>Funds for office supplies, computers supplies, etc., decreased based on actual expense history.                                                                                                                              |
| 24,300    | 19,905    | (4,395) | <u>BUSINESS &amp; TRAVEL</u> decrease (\$4,395)<br>Funds for professional books, training seminars, membership fees, etc., were adjusted based on actual expense history.                                                                                                          |

# **DIVISION STAFF SUMMARY**

**Legal Services**

**Index #052000**

| <b>POSITION TITLE</b>            | <b>ENACTED<br/>FY 15</b> |                  | <b>ENACTED<br/>FY 16</b> |                  | <b>ENACTED<br/>FY 17</b> |                  |
|----------------------------------|--------------------------|------------------|--------------------------|------------------|--------------------------|------------------|
|                                  | <b>POSITIONS</b>         | <b>SALARIES</b>  | <b>POSITIONS</b>         | <b>SALARIES</b>  | <b>POSITIONS</b>         | <b>SALARIES</b>  |
| Administrative Secretary III     | 1.00                     | 63,805           | 1.00                     | 54,000           | 1.00                     | 55,620           |
| Administrative Specialist I      | 0.00                     | 0                | 1.00                     | 51,365           | 2.00                     | 123,213 A        |
| Assistant County Attorney II     | 1.00                     | 79,756           | 1.00                     | 80,756           | 0.00                     | 0                |
| County Attorney                  | 1.00                     | 138,811          | 1.00                     | 135,000          | 1.00                     | 136,000          |
| Legal Assistant III              | 2.00                     | 108,282          | 0.00                     | 0                | 0.00                     | 0                |
| Legal Specialist I               | 1.00                     | 40,000           | 0.00                     | 0                | 0.00                     | 0                |
| Legal Specialist II              | 0.00                     | 0                | 1.00                     | 61,882           | 0.00                     | 0                |
| Legal Specialist III             | 1.00                     | 62,484           | 1.00                     | 63,484           | 2.00                     | 121,002 B        |
| Legislative Drafter              | 0.00                     | 0                | 0.00                     | 0                | 0.00                     | 0                |
| Management Assistant I           | 0.00                     | 0                | 1.00                     | 74,932           | 1.00                     | 77,180           |
| Senior Assistant County Attorney | 8.00                     | 926,984          | 7.00                     | 809,385          | 7.00                     | 818,447 C        |
| <b>TOTAL FULL-TIME SALARIES</b>  | <b>15.00</b>             | <b>1,420,122</b> | <b>14.00</b>             | <b>1,330,804</b> | <b>14.00</b>             | <b>1,331,462</b> |
| <b>PART-TIME SALARIES</b>        |                          |                  |                          |                  |                          |                  |
| Administrative Specialist II     | 0.80                     | 53,769           |                          | 0                |                          | 0                |
| <b>SALARY TOTAL</b>              | <b>15.80</b>             | <b>1,473,891</b> | <b>14.00</b>             | <b>1,330,804</b> | <b>14.00</b>             | <b>1,331,462</b> |

# DIVISION STAFF SUMMARY

Legal Services

Index #052000

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                 |                  | 148,242            |                  | 125,587          |                  | 133,146          |
| Workers' Compensation                |                  | 3,390              |                  | 2,528            |                  | 4,527            |
| Health Benefits                      |                  | 234,576            |                  | 256,034          |                  | 252,677          |
| PEHP                                 |                  | 22,160             |                  | 18,080           |                  | 11,244           |
| FICA                                 |                  | 109,739            |                  | 99,686           |                  | 98,601           |
| Miscellaneous                        |                  | 2,240              |                  | 1,960            |                  | 1,960            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>520,347</b>     |                  | <b>503,875</b>   |                  | <b>502,155</b>   |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>15.80</b>     | <b>1,994,238 *</b> | <b>14.00</b>     | <b>1,834,679</b> | <b>14.00</b>     | <b>1,833,617</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Senior Assistant County Attorney reclassified to an Administrative Specialist I

B - One (1) Legal Specialist II reclassified to a Legal Specialist III

C - One (1) Assistant County Attorney II reclassified to a Senior Assistant County Attorney

**LAW**  
**Risk Management**  
**Index #054000**

**ORIGIN/PURPOSE:**

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

**FY 17 GOALS:**

TO MINIMIZE THE COUNTY'S EXPOSURE FOR FINANCIAL LOSS

TO REVIEW THE NUMBER OF ACCIDENTS INVOLVING COUNTY EMPLOYEES AND EQUIPMENT TO DETERMINE IF THE ACCIDENTS CAN BE MINIMIZED OR PREVENTED

TO REDUCE THE NUMBER OF OCCUPATIONAL AND SAFETY VIOLATIONS BY COUNTY AGENCIES

MAINTAIN AND PROVIDE INSURANCE CERTIFICATES

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 0                        | 0                        | 218,620                              | 128,983                                 | 128,983                  |
| 20 CONTRACTUAL SERVICES             | 0                        | 0                        | 6,775                                | 1,375                                   | 1,375                    |
| 30 SUPPLIES AND MATERIALS           | 0                        | 0                        | 2,685                                | 1,935                                   | 1,935                    |
| 40 BUSINESS AND TRAVEL              | 0                        | 0                        | 5,675                                | 7,535                                   | 7,535                    |
| <b>GRAND TOTAL</b>                  | <b>0</b>                 | <b>0</b>                 | <b>233,755</b>                       | <b>139,828</b>                          | <b>139,828</b>           |

**FUNDING SOURCE:**

|            |   |   |         |         |         |
|------------|---|---|---------|---------|---------|
| 11 GENERAL | 0 | 0 | 233,755 | 139,828 | 139,828 |
|------------|---|---|---------|---------|---------|

|                        |
|------------------------|
| <b>Risk Management</b> |
|------------------------|

**FINANCIAL NOTES:**

| FY 16   | FY 17   | CHANGE   | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                                                                                                |
|---------|---------|----------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 218,620 | 128,983 | (89,637) | <p><u>PERSONAL SERVICES</u> decrease (\$89,637)</p> <p>Decrease due to the abolishment of two (2) Risk Management positions, slightly offset by the FY 17 Merit Salary increase of 3%, one (1) position transferred to Risk Management from Human Resources and an increase in funding for post employment health plan (PEHP) and other temporary salaries.</p> |
| 6,775   | 1,375   | (5,400)  | <p><u>CONTRACTUAL SERVICES</u> decrease (\$5,400)</p> <p>Funding for Telephone Service, Management Services and Other Professional Services were decreased based on actual expense history.</p>                                                                                                                                                                 |
| 2,685   | 1,935   | (750)    | <p><u>SUPPLIES AND MATERIALS</u> decrease (\$750)</p> <p>Funding for General Office Supplies, Printing and Commercial and Safety Equipment Services were decreased based on actual expense history.</p>                                                                                                                                                         |
| 5,675   | 7,535   | 1,860    | <p><u>BUSINESS AND TRAVEL</u> increase \$1,860</p> <p>Funding for Vehicle Maintenance, Fuel Charges, Lodging, and Training Seminars &amp; Courses were adjusted based on actual expense history.</p>                                                                                                                                                            |

**DIVISION STAFF SUMMARY**  
**Risk Management**  
**Index #054000**

| POSITION TITLE                       | ENACTED<br>FY 15 |            | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES   | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Claims Adjuster                      | 0.00             | 0          | 1.00             | 50,296         | 0.00             | 0 A            |
| Risk and Safety Officer              | 0.00             | 0          | 0.00             | 0              | 1.00             | 74,160 B       |
| Risk Manager                         | 0.00             | 0          | 1.00             | 97,969         | 0.00             | 0 C            |
| <b>TOTAL FULL-TIME SALARIES</b>      | <b>0.00</b>      | <b>0</b>   | <b>2.00</b>      | <b>148,265</b> | <b>1.00</b>      | <b>74,160</b>  |
| <b>TEMPORARY SALARIES</b>            | <b>0.00</b>      | <b>0</b>   | <b>0.00</b>      | <b>0</b>       | <b>0.00</b>      | <b>15,000</b>  |
| <b>SALARY TOTAL</b>                  | <b>0.00</b>      | <b>0</b>   | <b>2.00</b>      | <b>148,265</b> | <b>1.00</b>      | <b>89,160</b>  |
| <b>OTHER PERSONAL SERVICES</b>       |                  |            |                  |                |                  |                |
| Pension & Retirement                 |                  | 0          |                  | 14,827         |                  | 8,916          |
| Workers' Compensation                |                  | 0          |                  | 625            |                  | 816            |
| Health Benefits                      |                  | 0          |                  | 34,241         |                  | 19,370         |
| PEHP                                 |                  | 0          |                  | 9,040          |                  | 3,748          |
| FICA                                 |                  | 0          |                  | 11,342         |                  | 6,833          |
| Miscellaneous                        |                  | 0          |                  | 280            |                  | 140            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>0</b>   |                  | <b>70,355</b>  |                  | <b>39,823</b>  |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>0.00</b>      | <b>0 *</b> | <b>2.00</b>      | <b>218,620</b> | <b>1.00</b>      | <b>128,983</b> |

**\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One(1) vacant Claims Adjuster position abolished

B - One (1) Risk and Safety Officer position transferred to Law - Risk Management from Human Resources

C - One (1) Risk Management position abolished

## LAW

### OBJECTIVES & PERFORMANCE MEASURES

#### Department Goal

To provide efficient, expedient document review and processing for clients.

#### Department Objective

To continue improvement in document processing time and to provide recommendations for improving standard documents.

#### County Goal(s) Supported

I. Fiscal Balance and Efficiency

| Measure                        | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|--------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>           |             |             |             |             |               |
| Dollars allocated              | \$2,008,451 | \$2,043,809 | \$2,106,302 | \$2,166,482 | \$2,095,648   |
| Number of staff                | 16          | 16          | 16          | 16          | 17            |
| <b><u>Output:</u></b>          |             |             |             |             |               |
| Number of deeds processed      | 36          | 27          | 19          | 33*         | 40            |
| Number of plats processed      | 120         | 122         | 136         | 127*        | 140           |
| Number of agreements processed | 919         | 892         | 977         | 718*        | 900           |
| <b><u>Outcome:</u></b>         |             |             |             |             |               |
| Turnaround time in days:       |             |             |             |             |               |
| Deeds                          | 1.47        | 0.75        | 1.90        | 1.4*        | 1.50          |
| Plats                          | 1.90        | 1.60        | 2.20        | 2.0*        | 2.00          |
| Agreements                     | 2.24        | 2.28        | 2.10        | 2.6*        | 3.50          |

#### 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.

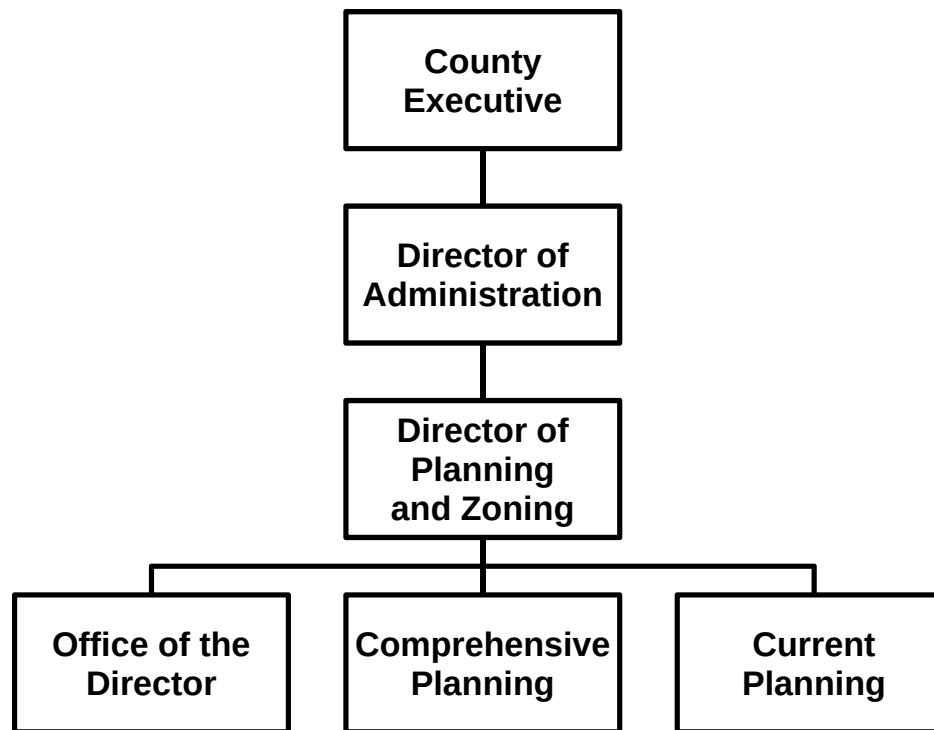
\* Estimated



**Havre de Grace Pier and Concord Point Lighthouse**



# DEPARTMENT OF PLANNING AND ZONING



## PLANNING AND ZONING

### **ORIGIN/PURPOSE:**

The Department of Planning and Zoning is a charter agency, established under Section 405 of the Harford County Charter. Responsibilities include the preparation of master plans, the establishment of regulations affecting the physical development and growth of the county, the enforcement of rules governing subdivisions, and the administration of zoning regulations.

The Department is comprised of the Director's Office and two divisions: Comprehensive Planning and Current Planning. Comprehensive Planning oversees long-range planning efforts (e.g., the Master Plan process, corridor studies, community plans), research and data analysis, and environmental planning; the Current Planning Division facilitates the development process and includes the administration and enforcement of the Zoning Code.

The Governmental Accounting Standards Board (GASB) is the standard setting authority for governmental accounting. In order to be compliant with their GASB Statement No. 34, special revenue accounts were established for the County Ag Preservation (Fund 27) and State Ag Preservation (Fund 28) Programs in FY 02. Prior to FY 02, these programs qualified as "trusts."

### **MISSION STATEMENT:**

TO BALANCE COMMUNITY, ECONOMIC, AND ENVIRONMENTAL INTERESTS WITH THE VALUES AND TRADITIONS THAT PROVIDE FOR A HIGH QUALITY OF LIFE FOR THOSE WHO LIVE, WORK, AND VISIT HARFORD COUNTY

### **FY 17 GOALS:**

TO EXPAND COMMUNITY PLANNING AND OUTREACH EFFORTS

TO EXPAND ONLINE MAPPING AND DATA ANALYSIS TOOLS

TO ENHANCE HISTORIC PRESERVATION EFFORTS

TO PROVIDE QUALITY CUSTOMER SERVICE

## PLANNING AND ZONING

### ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17        |
|-------------------------------------|-------------------------|-------------------------|-----------------------------|--------------------------------|-------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                         |                         |                             |                                |                         |
| 10 PERSONAL SERVICES                | 3,740,319               | 3,721,340               | 3,316,141                   | 3,449,683                      | 3,449,683               |
| 20 CONTRACTUAL SERVICES             | 28,764                  | 43,190                  | 139,550                     | 154,438                        | 154,438                 |
| 30 SUPPLIES & MATERIALS             | 21,808                  | 24,683                  | 23,925                      | 29,075                         | 29,075                  |
| 40 BUSINESS AND TRAVEL              | 16,886                  | 22,272                  | 27,350                      | 31,275                         | 31,275                  |
| 50 CAPITAL OUTLAY                   | 1,981                   | 3,165,822               | 2,995,650                   | 3,000,000                      | 3,000,000               |
| 70 MISCELLANEOUS                    | 159,307                 | 501,360                 | 375,048                     | 443,048                        | 443,048                 |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 120                     | 151                     | 200                         | 100                            | 100                     |
| <b>GRAND TOTAL</b>                  | <b><u>3,969,185</u></b> | <b><u>7,478,818</u></b> | <b><u>6,877,864</u></b>     | <b><u>7,107,619</u></b>        | <b><u>7,107,619</u></b> |

### **SUMMARY BY FUND:**

|                             |                         |                         |                         |                         |                         |
|-----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL                  | 3,720,297               | 3,734,912               | 3,497,814               | 3,654,919               | 3,654,919               |
| 27 AG PRESERVATION - COUNTY | 147,436                 | 3,235,235               | 3,297,550               | 3,302,200               | 3,302,200               |
| 28 AG PRESERVATION - STATE  | 101,452                 | 508,671                 | 82,500                  | 150,500                 | 150,500                 |
| <b>GRAND TOTAL</b>          | <b><u>3,969,185</u></b> | <b><u>7,478,818</u></b> | <b><u>6,877,864</u></b> | <b><u>7,107,619</u></b> | <b><u>7,107,619</u></b> |

### **SUMMARY BY DIVISION:**

|                                        |                               |                         |                         |                         |                         |
|----------------------------------------|-------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b><u>GENERAL FUND:</u></b>            |                               |                         |                         |                         |                         |
| 061000                                 | DIRECTOR OF PLANNING & ZONING | 480,742                 | 474,508                 | 554,891                 | 597,726                 |
| 062000                                 | COMPREHENSIVE PLANNING        | 1,511,322               | 1,455,000               | 1,105,893               | 1,240,100               |
| 063000                                 | CURRENT PLANNING              | 1,728,233               | 1,805,404               | 1,837,030               | 1,817,093               |
| <b><u>AG PRESERVATION - COUNTY</u></b> |                               |                         |                         |                         |                         |
| 064270                                 | AG PRESERVATION - COUNTY      | 147,436                 | 3,235,235               | 3,297,550               | 3,302,200               |
| <b><u>AG PRESERVATION - STATE</u></b>  |                               |                         |                         |                         |                         |
| 064280                                 | AG PRESERVATION - STATE       | 101,452                 | 508,671                 | 82,500                  | 150,500                 |
| <b>GRAND TOTAL</b>                     |                               | <b><u>3,969,185</u></b> | <b><u>7,478,818</u></b> | <b><u>6,877,864</u></b> | <b><u>7,107,619</u></b> |
| <b>SUMMARY OF GRANT BUDGETS</b>        |                               |                         |                         |                         | <b><u>22,548</u></b>    |

**DEPARTMENT STAFF SUMMARY  
PLANNING AND ZONING**

| POSITION TITLE                                   | ENACTED<br>FY 15 |          | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|--------------------------------------------------|------------------|----------|------------------|----------|------------------|----------|
|                                                  | POSITIONS        | SALARIES | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| <b><u>PLANNING AND ZONING - GENERAL FUND</u></b> |                  |          |                  |          |                  |          |
| Administrative Assistant I                       | 2.00             | 102,278  | 1.00             | 41,485   | 0.00             | 0        |
| Administrative Assistant II                      | 1.00             | 37,300   | 1.00             | 38,300   | 2.00             | 83,461   |
| Administrative Secretary III                     | 1.00             | 55,755   | 1.00             | 56,755   | 1.00             | 58,457   |
| Administrative Specialist II                     | 1.00             | 68,520   | 1.00             | 58,428   | 1.00             | 60,181   |
| Clerk Typist                                     | 1.00             | 30,480   | 1.00             | 28,500   | 0.00             | 0        |
| Deputy Director of Planning and Zoning           | 1.00             | 121,195  | 1.00             | 101,500  | 1.00             | 102,500  |
| Director, Planning and Zoning                    | 1.00             | 115,370  | 1.00             | 105,000  | 1.00             | 107,500  |
| GIS Analyst I                                    | 1.00             | 49,296   | 0.00             | 0        | 0.00             | 0        |
| GIS Analyst II                                   | 1.00             | 74,730   | 2.00             | 129,530  | 1.00             | 55,414   |
| GIS Coordinator                                  | 1.00             | 110,944  | 1.00             | 111,944  | 0.00             | 0        |
| GIS Technician I                                 | 1.00             | 41,496   | 1.00             | 42,496   | 1.00             | 45,522   |
| GIS Technician II                                | 1.00             | 64,983   | 1.00             | 65,983   | 1.00             | 67,963   |
| Permits Clerk                                    | 1.00             | 33,059   | 1.00             | 34,059   | 0.00             | 0        |
| Permits Review Supervisor                        | 1.00             | 65,520   | 1.00             | 66,520   | 0.00             | 0        |
| Permits Technician                               | 0.00             | 0        | 0.00             | 0        | 1.00             | 36,133   |
| Planner I                                        | 0.00             | 0        | 0.00             | 0        | 1.00             | 41,097   |
| Planner II                                       | 8.00             | 415,870  | 8.00             | 423,870  | 7.00             | 391,173  |
| Planner III                                      | 6.00             | 546,316  | 4.00             | 337,378  | 3.00             | 248,549  |
| Planner IV                                       | 0.00             | 0        | 0.00             | 0        | 5.00             | 475,080  |
| Planning Assistant I                             | 1.00             | 41,879   | 0.00             | 0        | 0.00             | 0        |
| Planning Assistant II                            | 6.00             | 307,325  | 7.00             | 357,460  | 7.00             | 368,184  |
| Zoning Enforcement Coordinator                   | 1.00             | 75,372   | 1.00             | 76,372   | 0.00             | 0        |

**DEPARTMENT STAFF SUMMARY  
PLANNING AND ZONING**

| POSITION TITLE                                         | ENACTED<br>FY 15    |                           | ENACTED<br>FY 16    |                         | ENACTED<br>FY 17    |                         |
|--------------------------------------------------------|---------------------|---------------------------|---------------------|-------------------------|---------------------|-------------------------|
|                                                        | POSITIONS           | SALARIES                  | POSITIONS           | SALARIES                | POSITIONS           | SALARIES                |
| Zoning Inspector II                                    | 3.00                | 162,588                   | 3.00                | 165,588                 | 3.00                | 170,556                 |
| Zoning Technician                                      | 1.00                | 33,100                    | 1.00                | 34,100                  | 1.00                | 35,123                  |
| <b>FULL-TIME SALARIES</b>                              | <u>41.00</u>        | <u>2,553,376</u>          | <u>38.00</u>        | <u>2,275,268</u>        | <u>37.00</u>        | <u>2,346,893</u>        |
| <b>SALARY OFFSET</b>                                   |                     | <u>(142,740)</u>          |                     | <u>(142,740)</u>        |                     | <u>(142,740)</u>        |
| <b>TOTAL FULL-TIME SALARIES</b>                        | 41.00               | 2,410,636                 | 38.00               | 2,132,528               | 37.00               | 2,204,153               |
| <b>TEMPORARY SALARIES</b>                              |                     |                           |                     | 100,000                 |                     | 103,000                 |
| <b>SUB-TOTAL P &amp; Z - GENERAL FUND</b>              | <u><b>41.00</b></u> | <u><b>2,410,636 *</b></u> | <u><b>38.00</b></u> | <u><b>2,232,528</b></u> | <u><b>37.00</b></u> | <u><b>2,307,153</b></u> |
| <br><b><u>P &amp; Z - AG PRESERVATION - STATE</u></b>  |                     |                           |                     |                         |                     |                         |
| Planner III                                            |                     | 30,000                    |                     | 30,000                  |                     | 30,000                  |
| <b>SUB-TOTAL P &amp; Z - AG PRES - STATE</b>           | <u><b>0.00</b></u>  | <u><b>30,000 *</b></u>    | <u><b>0.00</b></u>  | <u><b>30,000</b></u>    | <u><b>0.00</b></u>  | <u><b>30,000</b></u>    |
| <br><b><u>P &amp; Z - AG PRESERVATION - COUNTY</u></b> |                     |                           |                     |                         |                     |                         |
| Planner II                                             | 1.00                | 49,752                    | 0.00                | 0                       | 0.00                | 0                       |
| <b>FULL-TIME SALARIES</b>                              | <u>1.00</u>         | <u>49,752</u>             | <u>0.00</u>         | <u>0</u>                | <u>0.00</u>         | <u>0</u>                |
| <b>SUB-TOTAL P &amp; Z - AG PRES - STATE</b>           | <u><b>1.00</b></u>  | <u><b>49,752 *</b></u>    | <u><b>0.00</b></u>  | <u><b>0</b></u>         | <u><b>0.00</b></u>  | <u><b>0</b></u>         |

**DEPARTMENT STAFF SUMMARY  
PLANNING AND ZONING**

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension                              |                  | 260,312            |                  | 237,527          |                  | 234,689          |
| Workers' Compensation                |                  | 38,109             |                  | 7,917            |                  | 13,721           |
| Health Benefits                      |                  | 575,833            |                  | 566,760          |                  | 622,818          |
| PEHP                                 |                  | 48,752             |                  | 54,240           |                  | 48,724           |
| FICA                                 |                  | 198,880            |                  | 181,709          |                  | 187,258          |
| Miscellaneous                        |                  | 5,880              |                  | 5,460            |                  | 5,320            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>1,127,766 *</b> |                  | <b>1,053,613</b> |                  | <b>1,112,530</b> |

|                                                       |              |                    |              |                  |              |                  |
|-------------------------------------------------------|--------------|--------------------|--------------|------------------|--------------|------------------|
| <b><u>PLANNING AND ZONING - DEPARTMENT TOTALS</u></b> |              |                    |              |                  |              |                  |
| <b>TOTAL FULL-TIME SALARIES</b>                       | 42.00        | 2,633,128          | 38.00        | 2,305,268        | 37.00        | 2,376,893        |
| <b>TOTAL SALARY OFFSET</b>                            |              | (142,740)          |              | (142,740)        |              | (142,740)        |
| <b>TEMPORARY</b>                                      |              | 0                  |              | 100,000          |              | 103,000          |
| <b>TOTAL OTHER PERSONAL SERVICES</b>                  |              | 1,127,766          |              | 1,053,613        |              | 1,112,530        |
| <b>PLANNING &amp; ZONING SALARY TOTALS</b>            | <b>42.00</b> | <b>3,618,154 *</b> | <b>38.00</b> | <b>3,316,141</b> | <b>37.00</b> | <b>3,449,683</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited Amounts

# PLANNING AND ZONING

## GENERAL FUND SUMMARY:

|                                     | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17        |
|-------------------------------------|-------------------------|-------------------------|-----------------------------|--------------------------------|-------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                         |                         |                             |                                |                         |
| 10 PERSONAL SERVICES                | 3,629,001               | 3,621,810               | 3,286,141                   | 3,419,683                      | 3,419,683               |
| 20 CONTRACTUAL SERVICES             | 28,764                  | 41,990                  | 139,550                     | 154,438                        | 154,438                 |
| 30 SUPPLIES & MATERIALS             | 21,503                  | 23,690                  | 23,525                      | 28,075                         | 28,075                  |
| 40 BUSINESS AND TRAVEL              | 16,310                  | 21,996                  | 25,850                      | 30,075                         | 30,075                  |
| 50 CAPITAL OUTLAY                   | 1,981                   | 2,586                   | 0                           | 0                              | 0                       |
| 70 MISCELLANEOUS                    | 22,618                  | 22,689                  | 22,548                      | 22,548                         | 22,548                  |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 120                     | 151                     | 200                         | 100                            | 100                     |
| <b>GRAND TOTAL</b>                  | <b><u>3,720,297</u></b> | <b><u>3,734,912</u></b> | <b><u>3,497,814</u></b>     | <b><u>3,654,919</u></b>        | <b><u>3,654,919</u></b> |

## **SUMMARY BY FUND:**

|                    |                         |                         |                         |                         |                         |
|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL         | <u>3,720,297</u>        | <u>3,734,912</u>        | <u>3,497,814</u>        | <u>3,654,919</u>        | <u>3,654,919</u>        |
| <b>GRAND TOTAL</b> | <b><u>3,720,297</u></b> | <b><u>3,734,912</u></b> | <b><u>3,497,814</u></b> | <b><u>3,654,919</u></b> | <b><u>3,654,919</u></b> |

## **SUMMARY BY DIVISION:**

|                    |                               |                         |                         |                         |                         |                         |
|--------------------|-------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 061000             | DIRECTOR OF PLANNING & ZONING | 480,742                 | 474,508                 | 554,891                 | 597,726                 | 597,726                 |
| 062000             | COMPREHENSIVE PLANNING        | 1,511,322               | 1,455,000               | 1,105,893               | 1,240,100               | 1,240,100               |
| 063000             | CURRENT PLANNING              | <u>1,728,233</u>        | <u>1,805,404</u>        | <u>1,837,030</u>        | <u>1,817,093</u>        | <u>1,817,093</u>        |
| <b>GRAND TOTAL</b> |                               | <b><u>3,720,297</u></b> | <b><u>3,734,912</u></b> | <b><u>3,497,814</u></b> | <b><u>3,654,919</u></b> | <b><u>3,654,919</u></b> |

**DEPARTMENT STAFF SUMMARY  
PLANNING AND ZONING**

| POSITION TITLE                                   | ENACTED<br>FY 15 |          | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|--------------------------------------------------|------------------|----------|------------------|----------|------------------|----------|
|                                                  | POSITIONS        | SALARIES | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| <b><u>PLANNING AND ZONING - GENERAL FUND</u></b> |                  |          |                  |          |                  |          |
| Administrative Assistant I                       | 2.00             | 102,278  | 1.00             | 41,485   | 0.00             | 0        |
| Administrative Assistant II                      | 1.00             | 37,300   | 1.00             | 38,300   | 2.00             | 83,461   |
| Administrative Secretary III                     | 1.00             | 55,755   | 1.00             | 56,755   | 1.00             | 58,457   |
| Administrative Specialist II                     | 1.00             | 68,520   | 1.00             | 58,428   | 1.00             | 60,181   |
| Clerk Typist                                     | 1.00             | 30,480   | 1.00             | 28,500   | 0.00             | 0        |
| Deputy Director of Planning and Zoning           | 1.00             | 121,195  | 1.00             | 101,500  | 1.00             | 102,500  |
| Director, Planning and Zoning                    | 1.00             | 115,370  | 1.00             | 105,000  | 1.00             | 107,500  |
| GIS Analyst I                                    | 1.00             | 49,296   | 0.00             | 0        | 0.00             | 0        |
| GIS Analyst II                                   | 1.00             | 74,730   | 2.00             | 129,530  | 1.00             | 55,414   |
| GIS Coordinator                                  | 1.00             | 110,944  | 1.00             | 111,944  | 0.00             | 0        |
| GIS Technician I                                 | 1.00             | 41,496   | 1.00             | 42,496   | 1.00             | 45,522   |
| GIS Technician II                                | 1.00             | 64,983   | 1.00             | 65,983   | 1.00             | 67,963   |
| Permits Clerk                                    | 1.00             | 33,059   | 1.00             | 34,059   | 0.00             | 0        |
| Permits Review Supervisor                        | 1.00             | 65,520   | 1.00             | 66,520   | 0.00             | 0        |
| Permits Technician                               | 0.00             | 0        | 0.00             | 0        | 1.00             | 36,133   |
| Planner I                                        | 0.00             | 0        | 0.00             | 0        | 1.00             | 41,097   |
| Planner II                                       | 8.00             | 415,870  | 8.00             | 423,870  | 7.00             | 391,173  |
| Planner III                                      | 6.00             | 546,316  | 4.00             | 337,378  | 3.00             | 248,549  |
| Planner IV                                       | 0.00             | 0        | 0.00             | 0        | 5.00             | 475,080  |
| Planning Assistant I                             | 1.00             | 41,879   | 0.00             | 0        | 0.00             | 0        |
| Planning Assistant II                            | 6.00             | 307,325  | 7.00             | 357,460  | 7.00             | 368,184  |
| Zoning Enforcement Coordinator                   | 1.00             | 75,372   | 1.00             | 76,372   | 0.00             | 0        |



**DEPARTMENT STAFF SUMMARY  
PLANNING AND ZONING**

| POSITION TITLE                            | ENACTED<br>FY 15    |                           | ENACTED<br>FY 16    |                         | ENACTED<br>FY 17    |                         |
|-------------------------------------------|---------------------|---------------------------|---------------------|-------------------------|---------------------|-------------------------|
|                                           | POSITIONS           | SALARIES                  | POSITIONS           | SALARIES                | POSITIONS           | SALARIES                |
| Zoning Inspector II                       | 3.00                | 162,588                   | 3.00                | 165,588                 | 3.00                | 170,556                 |
| Zoning Technician                         | 1.00                | 33,100                    | 1.00                | 34,100                  | 1.00                | 35,123                  |
| <b>FULL-TIME SALARIES</b>                 | <u>41.00</u>        | <u>2,553,376</u>          | <u>38.00</u>        | <u>2,275,268</u>        | <u>37.00</u>        | <u>2,346,893</u>        |
| <b>SALARY OFFSET</b>                      |                     | <u>(142,740)</u>          |                     | <u>(142,740)</u>        |                     | <u>(142,740)</u>        |
| <b>TOTAL FULL-TIME SALARIES</b>           | 41.00               | 2,410,636                 | 38.00               | 2,132,528               | 37.00               | 2,204,153               |
| <b>TEMPORARY SALARIES</b>                 |                     |                           |                     | <u>100,000</u>          |                     | <u>103,000</u>          |
| <b>SUB-TOTAL P &amp; Z - GENERAL FUND</b> | <u><b>41.00</b></u> | <u><b>2,410,636</b></u>   | <u><b>38.00</b></u> | <u><b>2,232,528</b></u> | <u><b>37.00</b></u> | <u><b>2,307,153</b></u> |
| <b>OTHER PERSONAL SERVICES</b>            |                     |                           |                     |                         |                     |                         |
| Pension                                   |                     | 255,337                   |                     | 237,527                 |                     | 234,689                 |
| Workers' Compensation                     |                     | 36,786                    |                     | 7,917                   |                     | 13,721                  |
| Health Benefits                           |                     | 557,810                   |                     | 566,760                 |                     | 622,818                 |
| PEHP                                      |                     | 44,320                    |                     | 54,240                  |                     | 48,724                  |
| FICA                                      |                     | 195,074                   |                     | 181,709                 |                     | 187,258                 |
| Miscellaneous                             |                     | <u>5,740</u>              |                     | <u>5,460</u>            |                     | <u>5,320</u>            |
| <b>TOTAL OTHER PERSONAL SERVICES</b>      |                     | <u><b>1,095,067</b></u>   |                     | <u><b>1,053,613</b></u> |                     | <u><b>1,112,530</b></u> |
| <b>TOTAL PERSONAL SERVICES</b>            | <u><b>41.00</b></u> | <u><b>3,505,703 *</b></u> | <u><b>38.00</b></u> | <u><b>3,286,141</b></u> | <u><b>37.00</b></u> | <u><b>3,419,683</b></u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**PLANNING AND ZONING**  
**Director of Planning and Zoning**  
**Index #061000**

**ORIGIN/PURPOSE:**

The Director of Planning and Zoning is responsible for the performance of all functions within the Department to ensure development activity within the County is consistent with related regulations (e.g., development, zoning) and the County's Master Plan, thus preserving the general integrity and welfare of the community. The Director supervises, directs, and supports agency personnel and programs and is responsible for maintaining guidelines.

The Director is mandated to revise and enforce the rules and regulations governing the physical development and growth of the County. The Director maintains an administrative liaison with the County Council to provide that legislative body with sufficient information to render equitable decisions.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 474,923                  | 465,137                  | 446,241                              | 468,651                                 | 468,651                  |
| 20 CONTRACTUAL SERVICES             | 1,798                    | 2,247                    | 102,500                              | 102,500                                 | 102,500                  |
| 30 SUPPLIES & MATERIALS             | 960                      | 1,125                    | 2,575                                | 6,775                                   | 6,775                    |
| 40 BUSINESS AND TRAVEL              | 3,028                    | 4,282                    | 3,375                                | 19,700                                  | 19,700                   |
| 50 CAPITAL OUTLAY                   | 0                        | 1,643                    | 0                                    | 0                                       | 0                        |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 33                       | 74                       | 200                                  | 100                                     | 100                      |
| <b>GRAND TOTAL</b>                  | <b>480,742</b>           | <b>474,508</b>           | <b>554,891</b>                       | <b>597,726</b>                          | <b>597,726</b>           |

**FUNDING SOURCE:**

|            |                |                |                |                |                |
|------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL | <b>480,742</b> | <b>474,508</b> | <b>554,891</b> | <b>597,726</b> | <b>597,726</b> |
|------------|----------------|----------------|----------------|----------------|----------------|

|                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>PLANNING AND ZONING</b><br/> <b>Director of Planning and Zoning</b><br/> <b>Index #061000</b></p> |
|------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| FY 16   | FY 17   | CHANGE | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                             |
|---------|---------|--------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|         |         |        | <u>PERSONAL SERVICES</u> increase \$22,410                                                                                                                                                                                                                   |
| 446,241 | 468,651 | 22,410 | Increase due to the FY 17 Merit Salary increase of 3%, and adjustments to pension, health benefits, the Post Employment Health Plan (PEHP) and workers' compensation.                                                                                        |
|         |         |        | <u>CONTRACTUAL SERVICES</u> no change for FY 17                                                                                                                                                                                                              |
| 102,500 | 102,500 | 0      | Other Professional Services funding is to provide consultant services for the Master Plan and Comprehensive Rezoning                                                                                                                                         |
|         |         |        | <u>SUPPLIES &amp; MATERIALS</u> increase \$4,200                                                                                                                                                                                                             |
| 2,575   | 6,775   | 4,200  | Increase in computer supplies due to consolidation of departmental expenses under the Director's Office                                                                                                                                                      |
|         |         |        | <u>BUSINESS &amp; TRAVEL</u> increase \$16,325                                                                                                                                                                                                               |
| 3,375   | 19,700  | 16,325 | Increase in fuel and other fleet-related expenses due to consolidation of departmental expenses under the Director's Office. Also an increase in training seminars, courses and meetings based on actual expense history and anticipated expenses for FY 17. |

**DIVISION STAFF SUMMARY**  
**Director of Planning and Zoning**  
**Index #061000**

| POSITION TITLE                         | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|----------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                        | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Assistant I             | 1.00             | 61,793           | 0.00             | 0              | 0.00             | 0              |
| Administrative Secretary III           | 1.00             | 55,755           | 1.00             | 56,755         | 1.00             | 58,457         |
| Administrative Specialist II           | 0.00             | 0                | 1.00             | 58,428         | 1.00             | 60,181         |
| Deputy Director of Planning and Zoning | 1.00             | 121,195          | 1.00             | 101,500        | 1.00             | 102,500        |
| Director, Planning and Zoning          | 1.00             | 115,370          | 1.00             | 105,000        | 1.00             | 107,500        |
| <b>SALARY TOTAL</b>                    | <b>4.00</b>      | <b>354,113</b>   | <b>4.00</b>      | <b>321,683</b> | <b>4.00</b>      | <b>328,638</b> |
| <b>OTHER PERSONAL SERVICES</b>         |                  |                  |                  |                |                  |                |
| Pension & Retirement                   |                  | 35,411           |                  | 32,168         |                  | 32,864         |
| Workers' Compensation                  |                  | 814              |                  | 611            |                  | 1,117          |
| Health Benefits                        |                  | 43,968           |                  | 53,050         |                  | 65,339         |
| PEHP                                   |                  | 4,432            |                  | 13,560         |                  | 14,992         |
| FICA                                   |                  | 26,830           |                  | 24,609         |                  | 25,141         |
| Miscellaneous                          |                  | 560              |                  | 560            |                  | 560            |
| <b>TOTAL OTHER PERSONAL SERVICES</b>   |                  | <b>112,015</b>   |                  | <b>124,558</b> |                  | <b>140,013</b> |
| <b>TOTAL PERSONAL SERVICES</b>         | <b>4.00</b>      | <b>466,128 *</b> | <b>4.00</b>      | <b>446,241</b> | <b>4.00</b>      | <b>468,651</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**PLANNING AND ZONING**  
**Comprehensive Planning**  
**Index #062000**

**ORIGIN/PURPOSE:**

The Comprehensive Planning Division is primarily responsible for preparing long-range plans guiding the physical growth of the County. This process requires substantial public outreach along with research, data collection, and analysis regarding land use patterns, demographics, and economic trends.

Planners in this division have knowledge in a broad range of disciplines. These include environmental planning, community planning, transportation planning, and agricultural and historical preservation. Their expertise supports various planning projects in the County, such as the Transportation Management Program, the Chesapeake Bay Critical Area Program, Coastal Zone Management Program, and the Agricultural Land Preservation Program.

This Comprehensive Planning Division is also responsible for managing studies (e.g., the MD-22 Multimodal Corridor Study) and grants (e.g., Safe Routes to School). Additionally, the division is staffed by several Geographic Information System specialists and data analysts who provide informational reports and mapping services to all County departments and agencies.

**FY 17 GOALS:**

TO EXPAND COMMUNITY PLANNING AND OUTREACH EFFORTS

TO EXPAND ONLINE MAPPING AND DATA ANALYSIS TOOLS

TO ENHANCE HISTORIC PRESERVATION EFFORTS

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 1,467,664                | 1,392,346                | 1,053,645                            | 1,183,527                               | 1,183,527                |
| 20 CONTRACTUAL SERVICES             | 6,999                    | 19,811                   | 8,025                                | 17,800                                  | 17,800                   |
| 30 SUPPLIES & MATERIALS             | 6,134                    | 8,999                    | 6,650                                | 7,900                                   | 7,900                    |
| 40 BUSINESS AND TRAVEL              | 7,820                    | 10,135                   | 15,025                               | 8,325                                   | 8,325                    |
| 50 CAPITAL OUTLAY                   | 0                        | 943                      | 0                                    | 0                                       | 0                        |
| 70 MISCELLANEOUS                    | 22,618                   | 22,689                   | 22,548                               | 22,548                                  | 22,548                   |
| 80 INTERGOVERNMENTAL/INTERFUND      | 87                       | 77                       | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b><u>1,511,322</u></b>  | <b><u>1,455,000</u></b>  | <b><u>1,105,893</u></b>              | <b><u>1,240,100</u></b>                 | <b><u>1,240,100</u></b>  |

**FUNDING SOURCE:**

|            |                         |                         |                         |                         |                         |
|------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL | <b><u>1,511,322</u></b> | <b><u>1,455,000</u></b> | <b><u>1,105,893</u></b> | <b><u>1,240,100</u></b> | <b><u>1,240,100</u></b> |
|------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

|                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>PLANNING AND ZONING</b><br/> <b>Comprehensive Planning</b><br/> <b>Index #062000</b></p> |
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**FINANCIAL NOTES:**

| FY 16     | FY 17     | CHANGE  | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                           |
|-----------|-----------|---------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|           |           |         | <u>PERSONAL SERVICES</u> increase \$129,882                                                                                                                                                                                |
| 1,053,645 | 1,183,527 | 129,882 | Increase due to salary adjustments, the FY 17 Merit Salary Increase of 3%, the transfer of positions; and adjustments to pension, workers' compensation, health benefits and the Post Employment Health Plan (PEHP).       |
|           |           |         | <u>CONTRACTUAL SERVICES</u> increase \$9,775                                                                                                                                                                               |
| 8,025     | 17,800    | 9,775   | Increase in Legal Notice for one-time expense for public notification associated with Comprehensive Rezoning, and an increase in Other Professional Services for one-time expenses for the Historic Preservation contract. |
|           |           |         | <u>SUPPLIES &amp; MATERIALS</u> increase \$1,250                                                                                                                                                                           |
| 6,650     | 7,900     | 1,250   | Increase in Printing Commercial and general office supplies due to Comp Rezoning signs and notifications                                                                                                                   |
|           |           |         | <u>BUSINESS AND TRAVEL</u> decrease (\$6,700)                                                                                                                                                                              |
| 15,025    | 8,325     | (6,700) | Fuel Charges moved to Office of the Director (#061000)                                                                                                                                                                     |

**DIVISION STAFF SUMMARY**  
**Comprehensive Planning**  
**Index #062000**

| POSITION TITLE               | ENACTED<br>FY 15 |           | ENACTED<br>FY 16 |           | ENACTED<br>FY 17 |           |
|------------------------------|------------------|-----------|------------------|-----------|------------------|-----------|
|                              | POSITIONS        | SALARIES  | POSITIONS        | SALARIES  | POSITIONS        | SALARIES  |
| Administrative Specialist II | 1.00             | 68,520    | 0.00             | 0         | 0.00             | 0         |
| GIS Analyst I                | 1.00             | 49,296    | 0.00             | 0         | 0.00             | 0         |
| GIS Analyst II               | 1.00             | 74,730    | 2.00             | 129,530   | 1.00             | 55,414    |
| GIS Coordinator              | 1.00             | 110,944   | 1.00             | 111,944   | 0.00             | 0         |
| GIS Technician I             | 1.00             | 41,496    | 1.00             | 42,496    | 1.00             | 45,522    |
| GIS Technician II            | 1.00             | 64,983    | 1.00             | 65,983    | 1.00             | 67,963    |
| Planner II                   | 5.00             | 271,318   | 5.00             | 276,318   | 5.00             | 286,956   |
| Planner III                  | 4.00             | 385,204   | 2.00             | 174,266   | 3.00             | 248,549   |
| Planner IV                   | 0.00             | 0         | 0.00             | 0         | 2.00             | 213,767   |
| Zoning Technician            | 1.00             | 33,100    | 1.00             | 34,100    | 0.00             | 0         |
| <b>FULL-TIME SALARIES</b>    | 16.00            | 1,099,591 | 13.00            | 834,637   | 13.00            | 918,171   |
| <b>SALARY OFFSET</b>         |                  | (142,740) |                  | (142,740) |                  | (142,740) |
| <b>SALARY TOTAL</b>          | 16.00            | 956,851   | 13.00            | 691,897   | 13.00            | 775,431   |

**DIVISION STAFF SUMMARY**  
**Comprehensive Planning**  
**Index #062000**

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                 |                  | 109,959            |                  | 83,464           |                  | 91,817           |
| Workers' Compensation                |                  | 22,064             |                  | 3,513            |                  | 6,509            |
| Health Benefits                      |                  | 202,314            |                  | 191,021          |                  | 226,625          |
| PEHP                                 |                  | 22,160             |                  | 18,080           |                  | 11,244           |
| FICA                                 |                  | 84,119             |                  | 63,850           |                  | 70,081           |
| Miscellaneous                        |                  | 2,240              |                  | 1,820            |                  | 1,820            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>442,856</b>     |                  | <b>361,748</b>   |                  | <b>408,096</b>   |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>16.00</b>     | <b>1,399,707 *</b> | <b>13.00</b>     | <b>1,053,645</b> | <b>13.00</b>     | <b>1,183,527</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts



**PLANNING AND ZONING**  
**Current Planning**  
**Index #063000**

**ORIGIN/PURPOSE:**

The Current Planning Division enforces the County's Zoning Code and Subdivision Regulations, including provisions for the protection of the natural environment. Additionally, the Division is responsible for composing technical staff reports for use by the Board of Appeals in determining the outcome of applications for variances from the zoning regulations. The Division is comprised of three sections: Development Review, Zoning Administration, and Zoning Enforcement.

The Development Review Section examines subdivision plans, site plans, forest conservation plans, landscaping plans, and other materials submitted in relation to a development proposal to ensure compliance with all applicable requirements of the Zoning Code and Subdivision Regulations.

The Zoning Administration Section is responsible for the intake and review of building permit applications to ensure the proposed activity is consistent with County zoning regulations; planners work in conjunction with other County and state agencies to coordinate the approval of permits. Applications to the Board of Appeals are coordinated through Zoning Administration staff.

The Zoning Enforcement Section is responsible for responding to constituent complaints regarding potential zoning violations. Section personnel perform zoning inspections, generate reports and notifications, and manage the litigation of violations.

**FY 17 GOAL:**

TO PROVIDE QUALITY CUSTOMER SERVICE

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 1,686,414                | 1,764,327                | 1,786,255                            | 1,767,505                               | 1,767,505                |
| 20 CONTRACTUAL SERVICES             | 19,967                   | 19,932                   | 29,025                               | 34,138                                  | 34,138                   |
| 30 SUPPLIES & MATERIALS             | 14,409                   | 13,566                   | 14,300                               | 13,400                                  | 13,400                   |
| 40 BUSINESS AND TRAVEL              | 5,462                    | 7,579                    | 7,450                                | 2,050                                   | 2,050                    |
| 50 CAPITAL OUTLAY                   | 1,981                    | 0                        | 0                                    | 0                                       | 0                        |
|                                     | <u>1,728,233</u>         | <u>1,805,404</u>         | <u>1,837,030</u>                     | <u>1,817,093</u>                        | <u>1,817,093</u>         |
| <b>GRAND TOTAL</b>                  | <b><u>1,728,233</u></b>  | <b><u>1,805,404</u></b>  | <b><u>1,837,030</u></b>              | <b><u>1,817,093</u></b>                 | <b><u>1,817,093</u></b>  |

**FUNDING SOURCE:**

|            |                  |                  |                  |                  |                  |
|------------|------------------|------------------|------------------|------------------|------------------|
| 11 GENERAL | <u>1,728,233</u> | <u>1,805,404</u> | <u>1,837,030</u> | <u>1,817,093</u> | <u>1,817,093</u> |
|------------|------------------|------------------|------------------|------------------|------------------|

**PLANNING AND ZONING**  
**Current Planning**  
**Index #063000**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                        |
|--------------|--------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1,786,255    | 1,767,505    | (18,750)      | <p><u>PERSONAL SERVICES</u> decrease (\$18,750)</p> <p>Change due to salary adjustments and staff turnover, transfer of positions between divisions, the FY 17 Merit Salary increase of 3%; and adjustments to pension, workers' compensation, health benefits and the Post Employment Health Plan (PEHP).</p> |
| 29,025       | 34,138       | 5,113         | <p><u>CONTRACTUAL SERVICES</u> increase \$5,113</p> <p>Increase in Office Equipment due to cost-sharing arrangement with DILP in Permit Center, as well as an increase in Data Processing Hardware-Maintenance for replacement parts for microfiche and laserfiche scanners</p>                                |
| 14,300       | 13,400       | (900)         | <p><u>SUPPLIES &amp; MATERIALS</u> decrease (\$900)</p> <p>Funding for duplicating machine supplies and computer supplies moved to the Director's Office</p>                                                                                                                                                   |
| 7,450        | 2,050        | (5,400)       | <p><u>BUSINESS AND TRAVEL</u> decrease (\$5,400)</p> <p>Funding for County Owned Vehicles moved to Office of the Director (#063000)</p>                                                                                                                                                                        |

# DIVISION STAFF SUMMARY

Current Planning

Index #063000

| POSITION TITLE                 | ENACTED<br>FY 15 |           | ENACTED<br>FY 16 |           | ENACTED<br>FY 17 |           |
|--------------------------------|------------------|-----------|------------------|-----------|------------------|-----------|
|                                | POSITIONS        | SALARIES  | POSITIONS        | SALARIES  | POSITIONS        | SALARIES  |
| Administrative Assistant I     | 1.00             | 40,485    | 1.00             | 41,485    | 0.00             | 0         |
| Administrative Assistant II    | 1.00             | 37,300    | 1.00             | 38,300    | 2.00             | 83,461    |
| Clerk Typist                   | 1.00             | 30,480    | 1.00             | 28,500    | 0.00             | 0         |
| Permits Clerk                  | 1.00             | 33,059    | 1.00             | 34,059    | 0.00             | 0         |
| Permits Review Supervisor      | 1.00             | 65,520    | 1.00             | 66,520    | 0.00             | 0         |
| Permits Technician             | 0.00             | 0         | 0.00             | 0         | 1.00             | 36,133    |
| Planner I                      | 0.00             | 0         | 0.00             | 0         | 1.00             | 41,097    |
| Planner II                     | 3.00             | 144,552   | 3.00             | 147,552   | 2.00             | 104,217   |
| Planner III                    | 2.00             | 161,112   | 2.00             | 163,112   | 0.00             | 0         |
| Planner IV                     | 0.00             | 0         | 0.00             | 0         | 3.00             | 261,313   |
| Planning Assistant I           | 1.00             | 41,879    | 0.00             | 0         | 0.00             | 0         |
| Planning Assistant II          | 6.00             | 307,325   | 7.00             | 357,460   | 7.00             | 368,184   |
| Zoning Enforcement Coordinator | 1.00             | 75,372    | 1.00             | 76,372    | 0.00             | 0         |
| Zoning Inspector II            | 3.00             | 162,588   | 3.00             | 165,588   | 3.00             | 170,556   |
| Zoning Technician              | 0.00             | 0         | 0.00             | 0         | 1.00             | 35,123    |
| <b>FULL TIME SALARIES</b>      | 21.00            | 1,099,672 | 21.00            | 1,118,948 | 20.00            | 1,100,084 |
| <b>TEMPORARY SALARIES</b>      |                  |           |                  | 100,000   |                  | 103,000   |
| <b>SALARY TOTAL</b>            | 21.00            | 1,099,672 | 21.00            | 1,218,948 | 20.00            | 1,203,084 |

**DIVISION STAFF SUMMARY**  
**Current Planning**  
**Index #063000**

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension                              |                  | 109,967            |                  | 121,895          |                  | 110,008          |
| Workers' Compensation                |                  | 13,908             |                  | 3,793            |                  | 6,095            |
| Health Benefits                      |                  | 311,528            |                  | 322,689          |                  | 330,854          |
| PEHP                                 |                  | 17,728             |                  | 22,600           |                  | 22,488           |
| FICA                                 |                  | 84,125             |                  | 93,250           |                  | 92,036           |
| Miscellaneous                        |                  | 2,940              |                  | 3,080            |                  | 2,940            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>540,196</b>     |                  | <b>567,307</b>   |                  | <b>564,421</b>   |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>21.00</b>     | <b>1,639,868 *</b> | <b>21.00</b>     | <b>1,786,255</b> | <b>20.00</b>     | <b>1,767,505</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

|                                                                                                                                      |
|--------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>PLANNING AND ZONING</b><br/><b>Agricultural Preservation - County</b><br/><b>Index #064270</b></p> |
|--------------------------------------------------------------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

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

The Harford County Council, via Bill No. 93-2, added language to the Harford County Code authorizing the establishment of the Harford County Land Preservation Program to preserve productive agricultural land and woodland. The program is administered by the Department of Planning and Zoning and the Harford County Agricultural Land Preservation Advisory Board.

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

All easement purchases are handled through an Installment Purchase Agreement (IPA) between the County and the seller. The agreement sets payment terms, including the fixed interest rate on which the landowner will receive annual payments. An IPA may be up to 30 years in length with interest and a small portion of the principal being paid annually. At the end of the term, the landowner will receive a lump sum payment constituting the remainder of the principal. This final payment is made with the proceeds of a stripped-coupon U.S. Treasury obligation purchased at settlement and held by the County until maturity.

As of July 2015, the County has acquired 49,342 acres of farmland through County and State Agricultural Programs along with donated easements.

|                                                                                                                           |
|---------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>PLANNING AND ZONING</b><br/> <b>Agricultural Preservation - County</b><br/> <b>Index #064270</b></p> |
|---------------------------------------------------------------------------------------------------------------------------|

**ALL FUND SUMMARY:**

|                         | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| 10 PERSONAL SERVICES    | 81,318           | 69,530           | 0                           | 0                              | 0                |
| 20 CONTRACTUAL SERVICES | 0                | 1,200            | 0                           | 0                              | 0                |
| 30 SUPPLIES & MATERIALS | 305              | 993              | 400                         | 1,000                          | 1,000            |
| 40 BUSINESS & TRAVEL    | 576              | 276              | 1,500                       | 1,200                          | 1,200            |
| 50 CAPITAL OUTLAY       | 0                | 3,163,236        | 2,995,650                   | 3,000,000                      | 3,000,000        |
| 70 MISCELLANEOUS        | 65,237           | 0                | 300,000                     | 300,000                        | 300,000          |
|                         | <hr/>            | <hr/>            | <hr/>                       | <hr/>                          | <hr/>            |
| <b>GRAND TOTAL</b>      | <b>147,436</b>   | <b>3,235,235</b> | <b>3,297,550</b>            | <b>3,302,200</b>               | <b>3,302,200</b> |
|                         | <hr/> <hr/>      | <hr/> <hr/>      | <hr/> <hr/>                 | <hr/> <hr/>                    | <hr/> <hr/>      |

**FUNDING SOURCE:**

|                            |                |                  |                  |                  |                  |
|----------------------------|----------------|------------------|------------------|------------------|------------------|
| 28 AG PRESERVATION - STATE | <hr/>          | <hr/>            | <hr/>            | <hr/>            | <hr/>            |
|                            | <b>147,436</b> | <b>3,235,235</b> | <b>3,297,550</b> | <b>3,302,200</b> | <b>3,302,200</b> |
|                            | <hr/> <hr/>    | <hr/> <hr/>      | <hr/> <hr/>      | <hr/> <hr/>      | <hr/> <hr/>      |

|                                                                                                                                        |
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| <p style="text-align: center;"><b>PLANNING AND ZONING</b><br/> <b>Agricultural Preservation - County</b><br/> <b>Index #064270</b></p> |
|----------------------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| FY 16     | FY 17     | CHANGE | EXPLANATION OF INCREASE/DECREASE                                                                    |
|-----------|-----------|--------|-----------------------------------------------------------------------------------------------------|
|           |           |        | <u>SUPPLIES &amp; MATERIALS</u> increase \$600                                                      |
| 400       | 1,000     | 600    | Delivery Charges - increase based on actual expense history and anticipated expenses for FY 17      |
|           |           |        | <u>CAPITAL OUTLAY</u> increase \$4,350                                                              |
| 2,995,650 | 3,000,000 | 4,350  | Ag Purchases - estimated purchases of Ag Preservation intangibles increase per Treasury's estimates |
|           |           |        | <u>MISCELLANEOUS</u> no change in funding for FY 17                                                 |
| 300,000   | 300,000   | 0      | Agricultural Preservation - estimated purchase of land under the State Program                      |

**DIVISION STAFF SUMMARY**  
**Planning and Zoning - Ag Preservation - County**  
**Index #064270**

| POSITION TITLE                       | ENACTED<br>FY 15   |                        | ENACTED<br>FY 16   |                 | ENACTED<br>FY 17   |                 |
|--------------------------------------|--------------------|------------------------|--------------------|-----------------|--------------------|-----------------|
|                                      | POSITIONS          | SALARIES               | POSITIONS          | SALARIES        | POSITIONS          | SALARIES        |
| Planner II                           | 1.00               | 49,752                 | 0.00               | 0               | 0.00               | 0               |
| <b>SALARY TOTAL</b>                  | <b><u>1.00</u></b> | <b><u>49,752</u></b>   | <b><u>0.00</u></b> | <b><u>0</u></b> | <b><u>0.00</u></b> | <b><u>0</u></b> |
| <b>OTHER PERSONAL SERVICES</b>       |                    |                        |                    |                 |                    |                 |
| Pension                              |                    | 4,975                  |                    | 0               |                    | 0               |
| Workers' Compensation                |                    | 1,323                  |                    | 0               |                    | 0               |
| Health Benefits                      |                    | 18,023                 |                    | 0               |                    | 0               |
| PEHP                                 |                    | 4,432                  |                    | 0               |                    | 0               |
| FICA                                 |                    | 3,806                  |                    | 0               |                    | 0               |
| Miscellaneous                        |                    | 140                    |                    | 0               |                    | 0               |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                    | <b><u>32,699</u></b>   |                    | <b><u>0</u></b> |                    | <b><u>0</u></b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b><u>1.00</u></b> | <b><u>82,451 *</u></b> | <b><u>0.00</u></b> | <b><u>0</u></b> | <b><u>0.00</u></b> | <b><u>0</u></b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts



**PLANNING AND ZONING**  
**Agricultural Preservation - State**  
**Index #064280**

**ORIGIN/PURPOSE:**

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

MALPF, along with the Maryland Department of Planning, co-administers the Certification of Local Agricultural Land Preservation Programs. MALPF is funded with (1) a portion of the State's Property Transfer Tax, (2) local subdivision matching funds for easement purchases, and (3) a State Agricultural Land Transfer Tax, which is imposed on all transfers of title in agricultural land taken out of production.

As of July 2015, the County has acquired 49,342 acres of farmland through the County and State Agricultural Preservation Program along with donated easements.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 30,000                   | 30,000                   | 30,000                               | 30,000                                  | 30,000                   |
| 70 MISCELLANEOUS                    | 71,452                   | 478,671                  | 52,500                               | 120,500                                 | 120,500                  |
|                                     | <hr/>                    | <hr/>                    | <hr/>                                | <hr/>                                   | <hr/>                    |
| <b>GRAND TOTAL</b>                  | <b>101,452</b>           | <b>508,671</b>           | <b>82,500</b>                        | <b>150,500</b>                          | <b>150,500</b>           |
|                                     | <hr/>                    | <hr/>                    | <hr/>                                | <hr/>                                   | <hr/>                    |
| <b><u>FUNDING SOURCE:</u></b>       |                          |                          |                                      |                                         |                          |
| 28 AG PRESERVATION - STATE          | 101,452                  | 508,671                  | 82,500                               | 150,500                                 | 150,500                  |
|                                     | <hr/>                    | <hr/>                    | <hr/>                                | <hr/>                                   | <hr/>                    |

|                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>PLANNING AND ZONING</b><br/> <b>Agricultural Preservation - State</b><br/> <b>Index #064280</b></p> |
|--------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                          |
|--------------|--------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              |              |               | <u>PERSONAL SERVICES</u> no change for FY 17                                                                                                                                     |
| 30,000       | 30,000       | 0             | Full-Time Salaries - represents offset available for a Planner III position in the division of Comprehensive Planning                                                            |
|              |              |               | <u>MISCELLANEOUS</u> increase \$68,000                                                                                                                                           |
| 52,500       | 120,500      | 68,000        | Agricultural Preservation - increases for match available for easement purchases the Maryland Agricultural Land Preservation Foundation (MALPF) will make on the County's behalf |

**DIVISION STAFF SUMMARY**  
**Planning and Zoning - Ag Preservation - State**  
**Index #064280**

| POSITION TITLE      | ENACTED<br>FY 15   |                        | ENACTED<br>FY 16   |                      | ENACTED<br>FY 17   |                      |
|---------------------|--------------------|------------------------|--------------------|----------------------|--------------------|----------------------|
|                     | POSITIONS          | SALARIES               | POSITIONS          | SALARIES             | POSITIONS          | SALARIES             |
| Planner III         | <u>          </u>  | <u>30,000</u>          | <u>          </u>  | <u>30,000</u>        | <u>          </u>  | <u>30,000</u>        |
| <b>SALARY TOTAL</b> | <b><u>0.00</u></b> | <b><u>30,000 *</u></b> | <b><u>0.00</u></b> | <b><u>30,000</u></b> | <b><u>0.00</u></b> | <b><u>30,000</u></b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

| Department of Planning & Zoning - Anticipated FY17 Grants           |                                                                                                                                                                                                                                                                                                                                                             |                               |          |       |              |                  |                       |
|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------|-------|--------------|------------------|-----------------------|
| TITLE OF GRANT                                                      | GRANT PURPOSE                                                                                                                                                                                                                                                                                                                                               | Source of Anticipated Funding |          |       |              | Grant Dates      | Recurring or One Time |
|                                                                     |                                                                                                                                                                                                                                                                                                                                                             | Federal                       | State    | Other | County Match |                  |                       |
| Safe Routes to School Infrastructure and Non-Infrastructure Project | The goal of this project is to revitalize the walking culture at Emmorton Elementary and establish "walking and/or bicycling" as the preferred transportation option that the school and parents will continue to promote.                                                                                                                                  |                               | \$69,300 |       |              | 5/1/16 - 5/31/18 | One-Time              |
| United Transportation Work Program                                  | This grant supports the Regional Transportation Planning Process that is essential to the work program outlined in the federally mandated Metropolitan Planning Organization. Work activities include everything from preparation of the Transportation Improvement Program to Regional Cooperative forecasting of population growth throughout the region. | \$318,192                     |          |       | \$22,548     | 7/1/16 - 6/30/17 | Recurring             |
| Critical Area Management Program                                    | This grant supports staff in implementing the Harford County Chesapeake Bay Critical Area Management Program. The grant contributes to the salary of one or more full time budget funded employees and sometimes includes the cost of printing, postage, etc.                                                                                               |                               | \$10,000 |       |              | 7/1/16- 6/30/17  | Recurring             |
| TOTALS:                                                             |                                                                                                                                                                                                                                                                                                                                                             | \$318,192                     | \$79,300 | \$ -  | \$22,548     |                  |                       |

## PLANNING & ZONING - DIRECTOR'S OFFICE OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To maintain the integrity of Growth Management Strategies.

### **Department Objective**

To maintain consistency of growth management practices by promoting and implementing programs through research and/or legislation on a yearly basis.

### **County Goal(s) Supported**

#### **IV. Economic Opportunity**

| Measure                                                             | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|---------------------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                                |             |             |             |             |               |
| Dollars allocated/expended                                          | \$500,619   | \$474,923   | \$465,137   | \$446,241   | \$468,651     |
| Number of staff                                                     | 4           | 4           | 4           | 4           | 4             |
| <b><u>Output:</u></b>                                               |             |             |             |             |               |
| Number of programs initiated                                        | 5           | 10          | 3           | 11          | 10            |
| <b><u>Efficiency:</u></b>                                           |             |             |             |             |               |
| Number of programs completed or adopted                             | 6           | 8           | 5           | 12          | 10            |
| <b><u>Service Quality:</u></b>                                      |             |             |             |             |               |
| Number of public meetings held for initiatives                      | 8           | 6           | 33          | 30          | 30            |
| <b><u>Outcome:</u></b>                                              |             |             |             |             |               |
| Percent of initiated growth management programs completed or passed | 100%        | 80%         | 100%        | 100%        | 100%          |

### **Explanation and Analysis of Performance Measures**

By initiating changes thru research and/or legislation we encourage smart growth and preservation of land and resources.

FY13 Initiated: Zoning Code Update (3); GIS Updates; Stream Buffer Plantings.

FY13 Completed or Passed: Bike/Ped Master Plan; Zoning Code Updates (3); MD 22 Study; SB236 (Sustainable Growth and Ag Preservation Act of 2012).

FY14 Initiated: Zoning Code Updates (5); Priority Preservation Plan; Subdivision Regulations Update; AG Preservation; Historic Landmark; Commercial Design Study.

FY14 Completed or Passed: Zoning Code Updates (5); Urban Tree Canopy; Subdivision Regulations Update; Historic Landmark.

FY15 Initiated: MD 22 Extended Study (Business US 1 and MD 22 Multimodal Corridor Study w/FY15 UPWP Grant; HarfordNext; Hazard Mitigation Program (to be completed in FY18).

FY15 Completed or Passed: Commercial Design Study; GIS Updates; AG Preservation; Floodplain Management; Priority Preservation Plan (included in HarfordNext).

FY16 Initiated: Safe Routes to School Program (to be completed by in FY18); MD924 Corridor Study (under FY16 UPWP Grant - to be completed in December 2016); Zoning Code Updates (6); Agricultural Preservation; Floodplain Ordinance; Green Infrastructure Grant.

FY16 Completed or Passed: MD 22 Extended Study (Business US 1 and MD 22 Multimodal Corridor Study under FY15 UPWP Grant); HarfordNEXT; Stream Buffer Plantings; Priority Preservation Plan; Zoning Code Updates (6); Agricultural Preservation; Floodplain Ordinance.

FY17 Initiated: Recreational Trails Program; Zoning Code Updates; Comprehensive Rezoning.

### **Major Related Plans and Policies**

Harford County Master Plan; Harford County Zoning Code

## PLANNING & ZONING - CURRENT PLANNING DIVISION

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To provide quality customer service and enforce regulations in an effective and timely manner.

#### **Department Objective**

To maintain a response time of 4 days or less from initial zoning enforcement complaint to initial inspection; and to maintain a response time of 30 working days or less to written inquiries and/or requests for information as requested for current planning issues.

#### **County Goal(s) Supported**

I. Fiscal Balance and Efficiency

| Measure                                                                                                       | Actual 2013 | Actual 2014 | Actual 2015  | Budget 2016 | Estimate 2017 |
|---------------------------------------------------------------------------------------------------------------|-------------|-------------|--------------|-------------|---------------|
| <b><u>Input:</u></b>                                                                                          |             |             |              |             |               |
| Dollars allocated/expended                                                                                    | \$1,721,383 | \$1,686,414 | \$1,764,327  | \$1,786,255 | \$1,767,505   |
| Number of staff                                                                                               | 21          | 21          | 22           | 21          | 20            |
| <b><u>Output:</u></b>                                                                                         |             |             |              |             |               |
| Number of new zoning enforcement cases                                                                        | 1,095       | 952         | 904          | 941         | 950           |
| Number of new zoning enforcement cases resulting in court action                                              | n/a         | n/a         | not measured | 4           | 5             |
| Number of written requests for information*                                                                   | 319         | 278         | 356          | 396         | 410           |
| <b><u>Efficiency:</u></b>                                                                                     |             |             |              |             |               |
| Amount of staff dollars spent per zoning inspection case                                                      | \$1,572     | \$1,771     | \$1,952      | \$1,898     | \$1,861       |
| Amount of dollars spent per court case                                                                        | n/a         | n/a         | not measured |             |               |
| Amount of staff dollars spent per informational item request                                                  | \$5,396     | \$6,066     | \$4,956      | \$4,511     | \$4,311       |
| <b><u>Service Quality:</u></b>                                                                                |             |             |              |             |               |
| Average number of days to respond to each zoning case                                                         | 5 days      | 4 days      | 4 days       | 4 days      | 4 days        |
| Number of new zoning enforcement cases resolved                                                               | n/a         | n/a         | not measured | 737         | 755           |
| Average number of days to respond to each informational request                                               | 4 days      | 4 days      | 3 days       | 4 days      | 5 days        |
| <b><u>Outcome:</u></b>                                                                                        |             |             |              |             |               |
| Percent of zoning inspection cases that receive a response within the target time                             | 80%         | 73%         | 82%          | 75%         | 78%           |
| Percent of new zoning enforcement cases resolved without court action                                         | n/a         | n/a         | not measured | 99%         | 99%           |
| Percent of written inquiries and/or requests for information that are fulfilled within the 30 day requirement | 98%         | 99%         | 99%          | 99%         | 99%           |

#### **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 Master Plan; Harford County Zoning Code

## PLANNING & ZONING - COMPREHENSIVE PLANNING DIVISION

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To provide quality customer service and enforce regulations in an effective and timely manner.

#### **Department Objective**

To maintain a response time of 5 working days or less to written inquiries and/or requests for information regarding comprehensive planning issues.

#### **County Goal(s) Supported**

I. Fiscal Balance and Efficiency

| Measure                                                          | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|------------------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                             |             |             |             |             |               |
| Dollars allocated/expended                                       | \$1,441,182 | \$1,467,665 | \$1,392,346 | \$1,053,645 | \$1,183,527   |
| Number of staff                                                  | 15          | 14          | 13          | 13          | 12            |
| <b><u>Output:</u></b>                                            |             |             |             |             |               |
| Number of written inquiries/requests for information             | 1,540       | 1,321       | 1,339       | 1,373       | 1,450         |
| <b><u>Efficiency:</u></b>                                        |             |             |             |             |               |
| Amount of staff dollars spent per inquiry/request                | \$936       | \$1,111     | \$1,040     | \$767       | \$816         |
| <b><u>Service Quality:</u></b>                                   |             |             |             |             |               |
| Average number of days to respond to each inquiry/request        | 1 day       | 1 day       | 1 day       | 1 day       | 1 day         |
| <b><u>Outcome:</u></b>                                           |             |             |             |             |               |
| Percent of inquiries/requests responded to within the 5 day goal | 99%         | 99%         | 99%         | 99%         | 99%           |

#### **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 Master Plan; Harford County Zoning Code

## PLANNING & ZONING - COMPREHENSIVE PLANNING DIVISION

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To encourage public participation and provide departmental outreach.

#### **Department Objective**

To respond to requests for community presentations and provide educational awareness programs, including the promotion of agricultural and historic preservation and environmental protection, by conducting meetings, events, or other presentations yearly, and by promoting opportunities for public participation.

#### **County Goal(s) Supported**

III. Strengthening Our Communities

| Measure                                                               | Actual 2013                | Actual 2014              | Actual 2015              | Budget 2016              | Estimate 2017             |
|-----------------------------------------------------------------------|----------------------------|--------------------------|--------------------------|--------------------------|---------------------------|
| <b><u>Input:</u></b>                                                  |                            |                          |                          |                          |                           |
| Dollars allocated/expended                                            | \$1,441,182                | \$1,467,665              | \$1,392,346              | \$1,053,645              | \$1,183,527               |
| Number of staff                                                       | 15                         | 14                       | 13                       | 13                       | 12                        |
| <b><u>Output:</u></b>                                                 |                            |                          |                          |                          |                           |
| Number of public meetings scheduled                                   | 136                        | 81                       | 95                       | 87                       | 100                       |
| <b><u>Efficiency:</u></b>                                             |                            |                          |                          |                          |                           |
| Amount of staff dollars spent per meeting                             | \$11,529                   | \$20,671                 | \$17,189                 | \$14,238                 | \$13,449                  |
| <b><u>Service Quality:</u></b>                                        |                            |                          |                          |                          |                           |
| Number of meetings held in comparison to number of meetings scheduled | 136 scheduled and 125 held | 81 scheduled and 71 held | 95 scheduled and 81 held | 87 scheduled and 74 held | 100 scheduled and 88 held |
| <b><u>Outcome:</u></b>                                                |                            |                          |                          |                          |                           |
| Percentage of meetings that were successfully held                    | 92%                        | 88%                      | 85%                      | 85%                      | 88%                       |

#### **Explanation and Analysis of Performance Measures**

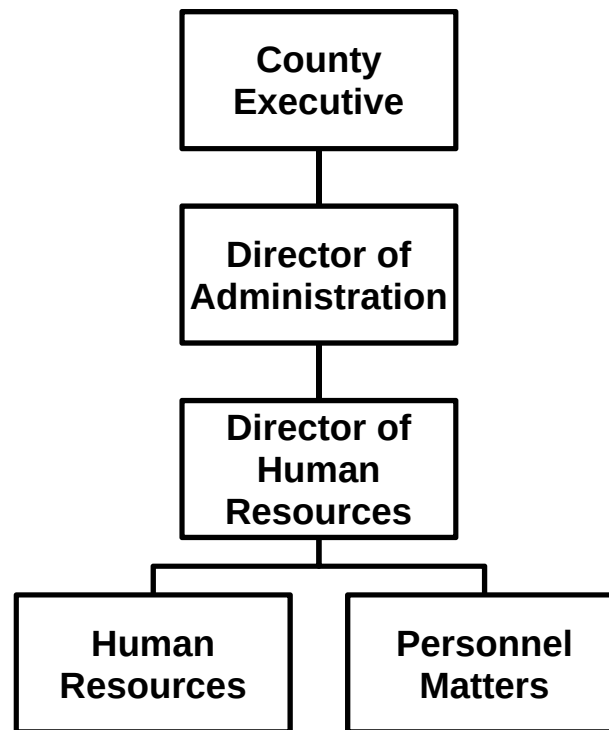
Through advisory boards, commissions, and community presentations, we encourage public participation in our planning programs and processes. Participation in presentations promoting preservation programs as well as educational and community related functions to helps us to promote programs.

#### **Major Related Plans and Policies**

Harford County Master Plan; Harford County Zoning Code



# DEPARTMENT OF HUMAN RESOURCES



## HUMAN RESOURCES

### **ORIGIN/PURPOSE:**

The Department of Human Resources was originally formed under Harford County Charter, Article IV, Section 402 (amended by Bill No. 88 - 35) and Sections 601 - 607 as the Office of Personnel. Bill No. 91 - 37 changed the name to more accurately reflect the duties and responsibilities of the department.

The department is divided into four vital areas of responsibility: Recruitment and Selection; Employee Benefits; Wellness and Training; Classification, Compensation and Labor Relations. Administration of the Personnel Code, formulation and administration of employment related policies and procedures, and general employee relations are also responsibilities of the department.

### **MISSION STATEMENT:**

TO WORK UNDER THE CORE PRINCIPLE THAT **HR C.A.R.E.S** (COMMUNICATION, ADVANCEMENT, RESPECT, EQUALITY & SAFETY), THE DEPARTMENT WILL STRIVE TO DEMONSTRATE EXCEPTIONAL CUSTOMER SERVICE, RESPONSIVENESS, ATTITUDE AND PROFESSIONALISM TO BOTH INTERNAL AND EXTERNAL STAKEHOLDERS.

### **FY 17 GOALS:**

TO PROVIDE ON-GOING INFORMATIONAL EXCHANGE THAT WILL SPAN TOPICS SUCH AS BENEFITS, WELLNESS, POLICY CHANGES, HIRING PRACTICES, TRAINING OPPORTUNITIES AND SAFETY GUIDELINES.

TO ATTRACT AND RETAIN A TALENTED AND DEDICATED WORKFORCE BY PROVIDING OPPORTUNITIES AND CLOSELY MONITORING JOB RELATED SKILLS NEEDED IN THE WORKSPACE.

TO BUILD EMPLOYEE MORALE BY PROVIDING THE ENTIRE EMPLOYEE BASE WITH ACCESS TO ADDITIONAL TRAINING AND CERTIFICATION PROGRAMS. THIS TRAINING WILL ENHANCE EMPLOYEE SKILLS, IMPROVE MORALE AND IMPROVE CUSTOMER RELATIONS FOR BOTH INTERNAL AND EXTERNAL CUSTOMERS.

TO CONCENTRATE SPECIFIC TRAINING AND MONITORING OF ISSUES SUCH AS SEXUAL HARASSMENT/DISCRIMINATION, HOSTILE WORK ENVIRONMENT, BULLYING AND VIOLENCE IN THE WORKPLACE.

TO INTEGRATE THE HEALTH AND SAFETY OF COUNTY EMPLOYEES, VISITORS AND CITIZENS INTO EVERY PHASE OF THE COUNTY'S CULTURE.

## HUMAN RESOURCES

### ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17        |
|-------------------------------------|-------------------------|-------------------------|-----------------------------|--------------------------------|-------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                         |                         |                             |                                |                         |
| 10 PERSONAL SERVICES                | 1,931,285               | 7,851,169               | 1,913,715                   | 1,868,239                      | 1,868,239               |
| 20 CONTRACTUAL SERVICES             | 259,304                 | 156,189                 | 200,484                     | 308,005                        | 308,005                 |
| 30 SUPPLIES AND MATERIALS           | 5,297                   | 6,309                   | 6,450                       | 6,450                          | 6,450                   |
| 40 BUSINESS AND TRAVEL              | 6,056                   | 12,105                  | 21,000                      | 69,500                         | 69,500                  |
| 70 MISCELLANEOUS                    | 6,197                   | 16,717                  | 16,745                      | 33,000                         | 33,000                  |
| 80 INTER-GOVERNMENTAL               | 0                       | 277                     | 0                           | 250                            | 250                     |
| <b>GRAND TOTAL</b>                  | <b><u>2,208,139</u></b> | <b><u>8,042,766</u></b> | <b><u>2,158,394</u></b>     | <b><u>2,285,444</u></b>        | <b><u>2,285,444</u></b> |

### **FUNDING SOURCE:**

|                              |                         |                         |                         |                         |                         |
|------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL                   | 1,930,524               | 6,447,786               | 1,798,888               | 1,865,638               | 1,865,638               |
| 25 HIGHWAYS                  | 149,377                 | 942,403                 | 185,471                 | 215,271                 | 215,271                 |
| 29 STORMWATER                | 1,030                   | 0                       | 0                       | 0                       | 0                       |
| 51 WATER AND SEWER OPERATING | 127,208                 | 652,577                 | 174,035                 | 204,535                 | 204,535                 |
| <b>GRAND TOTAL</b>           | <b><u>2,208,139</u></b> | <b><u>8,042,766</u></b> | <b><u>2,158,394</u></b> | <b><u>2,285,444</u></b> | <b><u>2,285,444</u></b> |

### **SUMMARY BY DIVISION:**

#### **GENERAL FUND**

|                                    |           |           |         |           |           |
|------------------------------------|-----------|-----------|---------|-----------|-----------|
| 082000 HUMAN RESOURCES             | 689,254   | 752,949   | 901,109 | 862,388   | 862,388   |
| 084110 GENERAL - PERSONNEL MATTERS | 1,241,270 | 5,694,837 | 897,779 | 1,003,250 | 1,003,250 |

#### **HIGHWAYS FUND**

|                                     |         |         |         |         |         |
|-------------------------------------|---------|---------|---------|---------|---------|
| 084250 HIGHWAYS - PERSONNEL MATTERS | 149,377 | 942,403 | 185,471 | 215,271 | 215,271 |
|-------------------------------------|---------|---------|---------|---------|---------|

#### **STORMWATER FUND**

|                                       |       |   |   |   |   |
|---------------------------------------|-------|---|---|---|---|
| 084290 STORMWATER - PERSONNEL MATTERS | 1,030 | 0 | 0 | 0 | 0 |
|---------------------------------------|-------|---|---|---|---|

#### **WATER AND SEWER FUND**

|                                          |         |         |         |         |         |
|------------------------------------------|---------|---------|---------|---------|---------|
| 084510 WATER & SEWER - PERSONNEL MATTERS | 127,208 | 652,577 | 174,035 | 204,535 | 204,535 |
|------------------------------------------|---------|---------|---------|---------|---------|

|                    |                         |                         |                         |                         |                         |
|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| <b>GRAND TOTAL</b> | <b><u>2,208,139</u></b> | <b><u>8,042,766</u></b> | <b><u>2,158,394</u></b> | <b><u>2,285,444</u></b> | <b><u>2,285,444</u></b> |
|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

## HUMAN RESOURCES

### GENERAL FUND SUMMARY:

|                                        | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17        |
|----------------------------------------|-------------------------|-------------------------|-----------------------------|--------------------------------|-------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b>    |                         |                         |                             |                                |                         |
| 10 PERSONAL SERVICES                   | 1,780,347               | 6,339,854               | 1,651,309                   | 1,605,833                      | 1,605,833               |
| 20 CONTRACTUAL SERVICES                | 135,916                 | 80,731                  | 110,384                     | 186,605                        | 186,605                 |
| 30 SUPPLIES AND MATERIALS              | 5,297                   | 6,309                   | 6,450                       | 6,450                          | 6,450                   |
| 40 BUSINESS AND TRAVEL                 | 6,056                   | 12,105                  | 21,000                      | 49,500                         | 49,500                  |
| 70 MISCELLANEOUS                       | 2,908                   | 8,510                   | 9,745                       | 17,000                         | 17,000                  |
| 80 INTER-GOVERNMENTAL                  | 0                       | 277                     | 0                           | 250                            | 250                     |
| <b>GRAND TOTAL</b>                     | <b><u>1,930,524</u></b> | <b><u>6,447,786</u></b> | <b><u>1,798,888</u></b>     | <b><u>1,865,638</u></b>        | <b><u>1,865,638</u></b> |
| <br>11 GENERAL                         | <br><u>1,930,524</u>    | <br><u>6,447,786</u>    | <br><u>1,798,888</u>        | <br><u>1,865,638</u>           | <br><u>1,865,638</u>    |
| <b>GRAND TOTAL</b>                     | <b><u>1,930,524</u></b> | <b><u>6,447,786</u></b> | <b><u>1,798,888</u></b>     | <b><u>1,865,638</u></b>        | <b><u>1,865,638</u></b> |
| <br><b><u>SUMMARY BY DIVISION:</u></b> |                         |                         |                             |                                |                         |
| <b><u>GENERAL FUND</u></b>             |                         |                         |                             |                                |                         |
| 082000 HUMAN RESOURCES                 | 689,254                 | 752,949                 | 901,109                     | 862,388                        | 862,388                 |
| 084110 GENERAL - PERSONNEL MATTERS     | <u>1,241,270</u>        | <u>5,694,837</u>        | <u>897,779</u>              | <u>1,003,250</u>               | <u>1,003,250</u>        |
| <b>GRAND TOTAL</b>                     | <b><u>1,930,524</u></b> | <b><u>6,447,786</u></b> | <b><u>1,798,888</u></b>     | <b><u>1,865,638</u></b>        | <b><u>1,865,638</u></b> |

**HUMAN RESOURCES**  
**Director of Human Resources**  
**Index #082000**

**ORIGIN/PURPOSE:**

The Department of Human Resources strives to identify, develop, recruit and retain the talent necessary for the various departments of Harford County to achieve their strategic plans; to promote a positive attitude within the workforce through communication and education of policies, procedures and programs with support, equality, trust and respect; and to accomplish these goals in the most efficient manner.

**FY 17 GOALS:**

TO PROVIDE ON-GOING INFORMATIONAL EXCHANGE THAT WILL SPAN TOPICS SUCH AS BENEFITS, WELLNESS, POLICY CHANGES, HIRING PRACTICES, TRAINING OPORTUNITIES AND SAFETY GUIDELINES.

TO ATTRACT AND RETAIN A TALENTED AND DEDICATED WORKFORCE BY PROVIDING OPPORTUNITIES AND CLOSELY MONITORING JOB RELATED SKILLS NEEDED IN THE WORKSPACE.

TO BUILD EMPLOYEE MORALE BY PROVIDING THE ENTIRE EMPLOYEE BASE WITH ACCESS TO ADDITIONAL TRAINING AND CERTIFICATION PROGRAMS. THIS TRAINING WILL ENHANCE EMPLOYEE SKILLS, IMPROVE MORALE AND IMPROVE CUSTOMER RELATIONS FOR BOTH INTERNAL AND EXTERNAL CUSTOMERS.

TO CONCENTRATE SPECIFIC TRAINING AND MONITORING OF ISSUES SUCH AS SEXUAL HARASSMENT/DISCRIMINATION, HOSTILE WORK ENVIRONMENT, BULLYING AND VIOLENCE IN THE WORKPLACE.

TO INTEGRATE THE HEALTH AND SAFETY OF COUNTY EMPLOYEES, VISITORS AND CITIZENS INTO EVERY PHASE OF THE COUNTY'S CULTURE.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 669,487                  | 728,104                  | 863,059                              | 817,583                                 | 817,583                  |
| 20 CONTRACTUAL SERVICES             | 13,720                   | 15,602                   | 19,600                               | 21,605                                  | 21,605                   |
| 30 SUPPLIES AND MATERIALS           | 5,297                    | 6,261                    | 6,450                                | 6,450                                   | 6,450                    |
| 40 BUSINESS AND TRAVEL              | 710                      | 2,705                    | 7,000                                | 9,500                                   | 9,500                    |
| 70 MISCELLEANOUS                    | 40                       | 0                        | 5,000                                | 7,000                                   | 7,000                    |
| 80 INTER-GOVERNMENTAL               | 0                        | 277                      | 0                                    | 250                                     | 250                      |
| <b>GRAND TOTAL</b>                  | <b>689,254</b>           | <b>752,949</b>           | <b>901,109</b>                       | <b>862,388</b>                          | <b>862,388</b>           |

**FUNDING SOURCE:**

|            |                |                |                |                |                |
|------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL | <b>689,254</b> | <b>752,949</b> | <b>901,109</b> | <b>862,388</b> | <b>862,388</b> |
|------------|----------------|----------------|----------------|----------------|----------------|

|                                                                                                                |
|----------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>HUMAN RESOURCES</b><br/> <b>Director of Human Resources</b><br/> <b>Index #082000</b></p> |
|----------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| FY 16   | FY 17   | CHANGE   | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                                                     |
|---------|---------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 863,059 | 817,583 | (45,476) | <p><u>PERSONAL SERVICES</u> decrease (\$45,476)</p> <p>Decrease is the net result of (1) Safety Officer position transferred to Risk Management, and health benefits offset by the FY 17 Merit salary increase of 3%, temporary salaries, pension, workers' compensation and PEHP ( Post Employment Health Plan)</p> |
| 19,600  | 21,605  | 2,005    | <p><u>CONTRACTUAL SERVICES</u> increase \$2,005</p> <p>Increase is the net result of management services based on actual expense history</p>                                                                                                                                                                         |
| 7,000   | 9,500   | 2,500    | <p><u>BUSINESS AND TRAVEL</u> increase \$2,500</p> <p>Increase is the net result of transportation, meals, lodging, professional books and training seminars based on actual expense history</p>                                                                                                                     |
| 5,000   | 7,000   | 2,000    | <p><u>MISCELLEANOUS</u> increase \$2,000</p> <p>Increase is the net result of service awards based on actual expense history</p>                                                                                                                                                                                     |

**DEPARTMENT STAFF SUMMARY**  
**HUMAN RESOURCES**  
**Index # 082000**

| POSITION TITLE                       | ENACTED<br>FY 15   |                         | ENACTED<br>FY 16   |                       | ENACTED<br>FY 17   |                       |
|--------------------------------------|--------------------|-------------------------|--------------------|-----------------------|--------------------|-----------------------|
|                                      | POSITIONS          | SALARIES                | POSITIONS          | SALARIES              | POSITIONS          | SALARIES              |
| Administrative Secretary III         | 1.00               | 58,381                  | 1.00               | 56,700                | 1.00               | 58,401                |
| Clerical Assistant II                | 0.00               | 0                       | 1.00               | 33,091                | 0.00               | 0 A                   |
| Deputy Director of Human Resources   | 1.00               | 115,000                 | 1.00               | 95,000                | 1.00               | 96,000                |
| Director, Human Resources            | 1.00               | 119,000                 | 1.00               | 131,066               | 1.00               | 132,066               |
| Human Resources Clerk                | 0.00               | 0                       | 0.00               | 0                     | 1.00               | 35,788                |
| Human Resources Manager              | 1.00               | 73,850                  | 1.00               | 74,850                | 1.00               | 77,095                |
| Human Resources Specialist           | 1.00               | 50,365                  | 2.00               | 92,265                | 2.00               | 96,297                |
| Human Resources Technician           | 1.00               | 33,100                  | 0.00               | 0                     | 0.00               | 0                     |
| Senior Human Resources Analyst       | 1.00               | 60,285                  | 1.00               | 61,285                | 1.00               | 63,124                |
| Training Officer                     | 0.00               | 0                       | 1.00               | 61,795                | 0.00               | 0 B                   |
| <b>FULL-TIME SALARIES</b>            | <u>7.00</u>        | <u>509,981</u>          | <u>9.00</u>        | <u>606,052</u>        | <u>8.00</u>        | <u>558,771</u>        |
| <b>SALARY OFFSET</b>                 |                    | <u>(57,500)</u>         |                    | <u>0</u>              |                    | <u>0</u>              |
| <b>TOTAL FULL-TIME SALARIES</b>      | <u>7.00</u>        | <u>452,481</u>          | <u>9.00</u>        | <u>606,052</u>        | <u>8.00</u>        | <u>558,771</u>        |
| <b>TEMPORARY SALARIES</b>            |                    | <u>24,000</u>           |                    | <u>0</u>              |                    | <u>26,600</u> C       |
| <b>SALARY TOTAL</b>                  | <u><b>7.00</b></u> | <u><b>476,481</b></u>   | <u><b>9.00</b></u> | <u><b>606,052</b></u> | <u><b>8.00</b></u> | <u><b>585,371</b></u> |
| <b>OTHER PERSONAL SERVICES</b>       |                    |                         |                    |                       |                    |                       |
| Pension & Retirement                 |                    | 53,398                  |                    | 60,605                |                    | 55,877                |
| Workers' Compensation                |                    | 2,693                   |                    | 1,582                 |                    | 2,380                 |
| Health Benefits                      |                    | 111,129                 |                    | 134,416               |                    | 113,903               |
| PEHP                                 |                    | 13,296                  |                    | 13,560                |                    | 14,992                |
| FICA                                 |                    | 40,726                  |                    | 45,584                |                    | 43,940                |
| Miscellaneous                        |                    | 1,120                   |                    | 1,260                 |                    | 1,120                 |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                    | <u><b>222,362</b></u>   |                    | <u><b>257,007</b></u> |                    | <u><b>232,212</b></u> |
| <b>TOTAL PERSONAL SERVICES</b>       | <u><b>7.00</b></u> | <u><b>698,843 *</b></u> | <u><b>9.00</b></u> | <u><b>863,059</b></u> | <u><b>8.00</b></u> | <u><b>817,583</b></u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Clerical Assistant II upgraded to Human Resources Clerk - #3529

B - One (1) Training Officer transferred to Risk Management - # 0097

C - Temporary salary back in for FY 17

## 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**

II. Investing in our Workforce

| Measure                                                       | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|---------------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                          |             |             |             |             |               |
| Dollars allocated                                             | \$0         | \$0         | \$0         | \$0         | \$0           |
| Number of staff                                               | 2           | 2           | 2           | 2           | 2             |
| Amount spent on preventive services                           | \$0         | \$0         | \$0         | \$0         | \$0           |
| Amount spent on wellness fairs and promotions                 | 0*          | \$0         | \$0         | \$0         | \$0*          |
| <b><u>Output:</u></b>                                         |             |             |             |             |               |
| Number of wellness fairs, including on-site visitations       | 1           | 1           | 1           | 15          | 15            |
| <b><u>Service Quality:</u></b>                                |             |             |             |             |               |
| Percent of employees reached via promotions & services        | 20%         | 20%         | 20%         | 50%         | 50%           |
| Percent of employees/retirees participating in wellness fairs | 20%         | 20%         | 20%         | 40%         | 40%           |
| <b><u>Outcome:</u></b>                                        |             |             |             |             |               |
| Benefits preserved with no reduction in service               | Yes         | Yes         | Yes         | Yes         | Yes           |
| Percent of increase in health care benefit costs              | 0%          | 10%         | 0%          | 10%         | 2%            |

### **Explanation and Analysis of Performance Measures**

\*Wellness is paid through a cooperative fund maintained by CareFirst.



|                                                                                               |
|-----------------------------------------------------------------------------------------------|
| <b>HUMAN RESOURCES</b><br><b>Personnel Matters</b><br><b>Index # : 084110, 084250, 084510</b> |
|-----------------------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

The Personnel Matters accounts were established to provide unified management control of those areas of employee services which are budgeted within and charged to each fund, yet provide and approved by the Department of Human Resources. Combining these accounts allows for more accurate budgeting, tighter control of expenditures and centralization of information and reporting.

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 1,260,768        | 7,123,065        | 1,050,656                   | 1,050,656                      | 1,050,656        |
| 20 CONTRACTUAL SERVICES             | 245,584          | 140,587          | 180,884                     | 286,400                        | 286,400          |
| 30 SUPPLIES AND MATERIALS           | 0                | 48               | 0                           | 0                              | 0                |
| 40 BUSINESS AND TRAVEL              | 5,346            | 9,400            | 14,000                      | 60,000                         | 60,000           |
| 70 MISCELLANEOUS                    | 6,157            | 16,717           | 11,745                      | 26,000                         | 26,000           |
| <b>GRAND TOTAL</b>                  | <b>1,517,855</b> | <b>7,289,817</b> | <b>1,257,285</b>            | <b>1,423,056</b>               | <b>1,423,056</b> |

**FUNDING SOURCE:**

|                              |                  |                  |                  |                  |                  |
|------------------------------|------------------|------------------|------------------|------------------|------------------|
| 11 GENERAL                   | 1,241,270        | 5,694,837        | 897,779          | 1,003,250        | 1,003,250        |
| 25 HIGHWAYS                  | 149,377          | 942,403          | 185,471          | 215,271          | 215,271          |
| 51 WATER AND SEWER OPERATING | 127,208          | 652,577          | 174,035          | 204,535          | 204,535          |
| <b>GRAND TOTAL</b>           | <b>1,517,855</b> | <b>7,289,817</b> | <b>1,257,285</b> | <b>1,423,056</b> | <b>1,423,056</b> |

**SUMMARY BY DIVISION:**

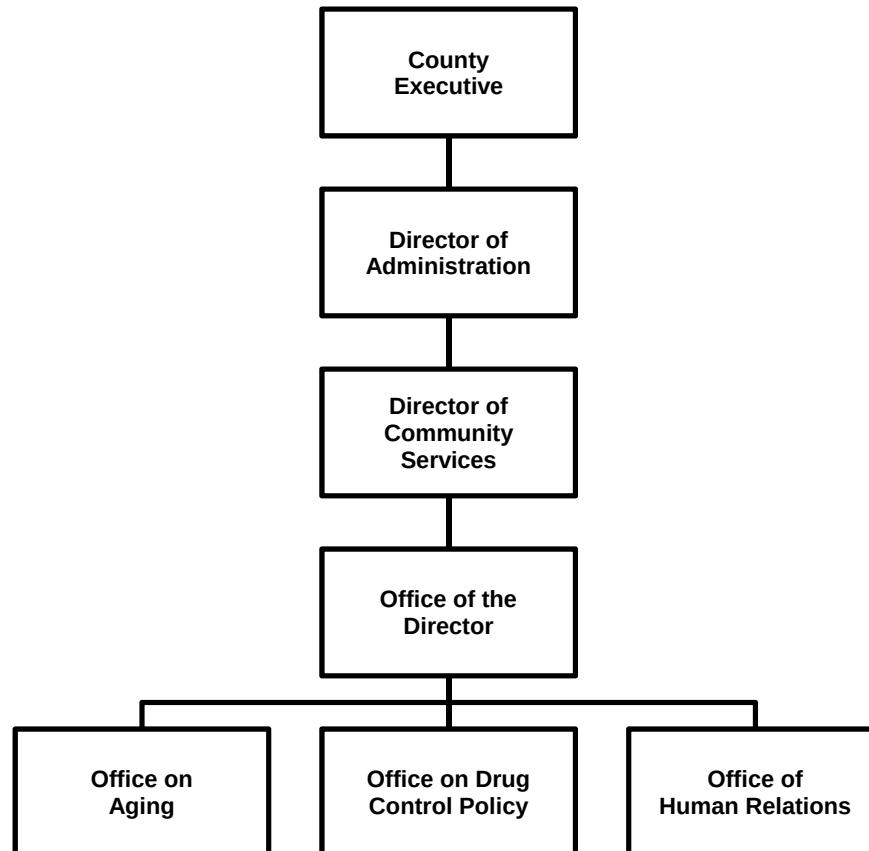
|                                      |                  |                  |                  |                  |                  |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|
| 084110 GENERAL - PERSONNEL MATTERS   | 1,241,270        | 5,694,837        | 897,779          | 1,003,250        | 1,003,250        |
| 084250 HIGHWAYS - PERSONNEL MATTERS  | 149,377          | 942,403          | 185,471          | 215,271          | 215,271          |
| 084510 WATER & SEWER - PERSONNEL MAT | 127,208          | 652,577          | 174,035          | 204,535          | 204,535          |
| <b>GRAND TOTAL</b>                   | <b>1,517,855</b> | <b>7,289,817</b> | <b>1,257,285</b> | <b>1,423,056</b> | <b>1,423,056</b> |

| <b>HUMAN RESOURCES</b><br><b>Personnel Matters</b><br><b>Index # : 084110, 084250, 084510</b> |                                |                                |                                                  |                                                     |                                |
|-----------------------------------------------------------------------------------------------|--------------------------------|--------------------------------|--------------------------------------------------|-----------------------------------------------------|--------------------------------|
| <b>GENERAL PERSONNEL MATTERS</b><br><b>INDEX # 084110</b>                                     | <b>AUDITED</b><br><b>FY 14</b> | <b>AUDITED</b><br><b>FY 15</b> | <b>ORIGINAL</b><br><b>BUDGET</b><br><b>FY 16</b> | <b>EXECUTIVE</b><br><b>PROPOSED</b><br><b>FY 17</b> | <b>ENACTED</b><br><b>FY 17</b> |
| 1101 Current Authorized                                                                       | 0                              | 15,570                         |                                                  |                                                     |                                |
| 1102 Special Pays<br>For anticipated retirement leave payouts                                 | 821,493                        | 5,002,114                      | 500,000                                          | 500,000                                             | 500,000                        |
| 1355 PEHP (Post Employment Health Plan)                                                       | 226,553                        | 250,639                        | 250,000                                          | 250,000                                             | 250,000                        |
| 1602 Social Security                                                                          | 62,814                         | 343,427                        | 38,250                                           | 38,250                                              | 38,250                         |
| 2401 Personnel/Recruitment                                                                    | 1,869                          | 0                              | 3,500                                            | 2,000                                               | 2,000                          |
| 2601 Medical Services                                                                         | 49,823                         | 44,912                         | 53,384                                           | 54,000                                              | 54,000                         |
| 2602 Legal Services                                                                           | 3,728                          | 1,636                          | 3,900                                            | 3,900                                               | 3,900                          |
| 2603 Management Services<br>Wellness program and consultant for<br>health benefits            | 66,776                         | 18,581                         | 30,000                                           | 31,000                                              | 31,000                         |
| 2699 Other Professional Services<br>(Training)                                                | 0                              | 0                              | 0                                                | 74,100                                              | 74,100                         |
| 3103 Printing Commercial                                                                      | 0                              | 48                             |                                                  |                                                     |                                |
| 4701 Tuition Reimbursement                                                                    | 0                              | 0                              | 0                                                | 40,000                                              | 40,000                         |
| 4702 In-House Training                                                                        | 5,346                          | 9,400                          | 14,000                                           | 0                                                   | 0                              |
| 7703 Service Awards                                                                           | 2,868                          | 8,510                          | 4,745                                            | 10,000                                              | 10,000                         |
| <b>TOTAL INDEX</b>                                                                            | <b>1,241,270</b>               | <b>5,694,837</b>               | <b>897,779</b>                                   | <b>1,003,250</b>                                    | <b>1,003,250</b>               |

| <b>HUMAN RESOURCES</b><br><b>Personnel Matters</b><br><b>Index # : 084110, 084250, 084510</b> |                                |                                |                                                  |                                                     |                                |
|-----------------------------------------------------------------------------------------------|--------------------------------|--------------------------------|--------------------------------------------------|-----------------------------------------------------|--------------------------------|
| <b>HIGHWAYS FUND PERSONNEL MATTERS</b><br><b>INDEX # 084250</b>                               | <b>AUDITED</b><br><b>FY 14</b> | <b>AUDITED</b><br><b>FY 15</b> | <b>ORIGINAL</b><br><b>BUDGET</b><br><b>FY 16</b> | <b>EXECUTIVE</b><br><b>PROPOSED</b><br><b>FY 17</b> | <b>ENACTED</b><br><b>FY 17</b> |
| 1102 Special Pays<br>For anticipated retirement leave payouts                                 | 74,718                         | 829,832                        | 122,500                                          | 122,500                                             | 122,500                        |
| 1355 PEHP (Post Employment Health Plan)                                                       | 21,780                         | 31,792                         | 25,000                                           | 25,000                                              | 25,000                         |
| 1602 Social Security                                                                          | 5,716                          | 54,943                         | 9,371                                            | 9,371                                               | 9,371                          |
| 2401 Personnel/Recruitment                                                                    | 934                            | 0                              | 500                                              | 500                                                 | 500                            |
| 2601 Medical Services                                                                         | 10,680                         | 12,269                         | 13,000                                           | 13,000                                              | 13,000                         |
| 2602 Legal Services                                                                           | 300                            | 51                             | 600                                              | 600                                                 | 600                            |
| 2603 Management Services<br>Wellness program and consultant for<br>health benefits            | 33,634                         | 9,290                          | 11,000                                           | 11,800                                              | 11,800                         |
| 2699 Other Professional Services<br>(Training)                                                | 0                              | 0                              | 0                                                | 14,500                                              | 14,500                         |
| 4701 Tuition Reimbursement                                                                    | 0                              | 0                              | 0                                                | 10,000                                              | 10,000                         |
| 7703 Service Awards                                                                           | 1,615                          | 4,226                          | 3,500                                            | 8,000                                               | 8,000                          |
| <b>TOTAL INDEX</b>                                                                            | <b>149,377</b>                 | <b>942,403</b>                 | <b>185,471</b>                                   | <b>215,271</b>                                      | <b>215,271</b>                 |

| <b>HUMAN RESOURCES</b><br><b>Personnel Matters</b><br><b>Index # : 084110, 084250, 084510</b> |                                |                                |                                                  |                                                     |                                |
|-----------------------------------------------------------------------------------------------|--------------------------------|--------------------------------|--------------------------------------------------|-----------------------------------------------------|--------------------------------|
| <b>WATER &amp; SEWER FUND PERSONNEL MATTERS</b><br><b>INDEX # 084510</b>                      | <b>AUDITED</b><br><b>FY 14</b> | <b>AUDITED</b><br><b>FY 15</b> | <b>ORIGINAL</b><br><b>BUDGET</b><br><b>FY 16</b> | <b>EXECUTIVE</b><br><b>PROPOSED</b><br><b>FY 17</b> | <b>ENACTED</b><br><b>FY 17</b> |
| 1102 Special Pays<br>For anticipated retirement leave payouts                                 | 17,111                         | 524,681                        | 70,000                                           | 70,000                                              | 70,000                         |
| 1355 PEHP (Post Employment Health Plan)                                                       | 29,274                         | 33,236                         | 30,000                                           | 30,000                                              | 30,000                         |
| 1602 Social Security                                                                          | 1,309                          | 36,831                         | 5,535                                            | 5,535                                               | 5,535                          |
| 2401 Personnel/Recruitment                                                                    | 934                            | 0                              | 1,000                                            | 1,000                                               | 1,000                          |
| 2601 Medical Services                                                                         | 45,165                         | 44,330                         | 52,000                                           | 53,000                                              | 53,000                         |
| 2602 Legal Services                                                                           | 607                            | 228                            | 1,000                                            | 1,000                                               | 1,000                          |
| 2603 Management Services<br>Wellness program and consultant for<br>health benefits            | 31,134                         | 9,290                          | 11,000                                           | 11,500                                              | 11,500                         |
| 2699 Other Professional Services<br>(Training)                                                | 0                              | 0                              | 0                                                | 14,500                                              | 14,500                         |
| 4701 Tuition Reimbursement                                                                    | 0                              | 0                              | 0                                                | 10,000                                              | 10,000                         |
| 7703 Service Awards                                                                           | 1,674                          | 3,981                          | 3,500                                            | 8,000                                               | 8,000                          |
| <b>TOTAL INDEX</b>                                                                            | <b>127,208</b>                 | <b>652,577</b>                 | <b>174,035</b>                                   | <b>204,535</b>                                      | <b>204,535</b>                 |

# DEPARTMENT OF COMMUNITY SERVICES



## COMMUNITY SERVICES

### **ORIGIN/PURPOSE:**

The Department of Community Services was established pursuant to Chapter 16, Article IV, Section 22 of the Harford County Code.

The Department of Community Services coordinates programs which meet a vast array of needs in Harford County.

The Department includes five divisions: The Office of Aging, Office on Drug Control Policy, Office of Human Relations and Mediation, the Office of Disabilities Services and the Office of Children, Youth and Families. The department works with federal, state, local and private agencies to strengthen our communities by continuously improving the quality and availability of human services for our citizens.

### **MISSION STATEMENT:**

TO STRENGTHEN OUR COMMUNITIES BY SERVING AS THE PREMIER RESOURCE FOR HUMAN SERVICES IN HARFORD COUNTY, AND TO CONTINUOUSLY IMPROVE THE NETWORK OF AVAILABLE SERVICES TO ENSURE EFFICIENT, EFFECTIVE AND PROACTIVE ASSISTANCE FOR ALL HARFORD COUNTY CITIZENS.

### **FY 17 GOALS:**

TO STRENGTHEN COMMUNITY OUTREACH AND AWARENESS

TO RESEARCH AND DEVELOP OPPORTUNITIES FOR RE-ENTRY PROGRAMS IN COUNTY

TO INCREASE AWARENESS AND UTILIZATION OF THE MEDIATION PROGRAM

TO INCREASE PARTNERSHIPS AND COLLABORATIONS WITH THE DISABILITY COMMUNITY AND PROVIDERS THROUGH OUTREACH AND PARTICIPATION AT THREE OR MORE COMMUNITY EVENTS

TO STRENGTHEN COMMUNITY AWARENESS AND OUTREACH

TO PROCESS ALL COMPLAINTS RECEIVED WITHIN A TIMELY MANNER (GOAL OF 90 DAYS FROM RECEIPT TO CLOSING)

TO SUCCESSFULLY IMPLEMENT THE GRANT IN AID PROGRAM

TO COMPLETE A NEEDS ASSESSMENT DETERMINING THE NEEDS OF CHILDREN AND YOUTH IN THE COUNTY

TO DEVELOP SUPPORT AND OUTREACH PROGRAMS FOR HARFORD COUNTY'S YOUTH

TO PROVIDE MEDICAID ASSISTANCE

TO PROVIDE COMPASSIONATE CARE AND RESOURCES TO EMPOWER SENIORS

TO PROVIDE PREVENTION OUTREACH AND RECOVERY SUPPORT TO MORE THAN 10,000 YOUTH AND 6,000 ADULTS

TO OPERATE FIVE SPECIALIZED COURTS FOR 75 PARTICIPANTS

TO APPLY FOR STATE AND FEDERAL GRANTS TOTALING \$500,000, MAXIMIZING AVAILABLE FUNDING TO HELP ADDRESS SUBSTANCE ISSUES IN THE COUNTY

## COMMUNITY SERVICES

### ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17        |
|-------------------------------------|-------------------------|-------------------------|-----------------------------|--------------------------------|-------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                         |                         |                             |                                |                         |
| 10 PERSONAL SERVICES                | 3,880,887               | 3,826,663               | 2,739,059                   | 2,695,023                      | 2,695,023               |
| 20 CONTRACTUAL SERVICES             | 291,862                 | 263,882                 | 226,460                     | 222,920                        | 222,920                 |
| 30 SUPPLIES AND MATERIALS           | 44,604                  | 37,977                  | 29,975                      | 32,275                         | 32,275                  |
| 40 BUSINESS AND TRAVEL              | 64,270                  | 48,572                  | 30,379                      | 26,700                         | 26,700                  |
| 50 CAPITAL OUTLAY                   | 6,402                   | 2,528                   | 0                           | 0                              | 0                       |
| 70 MISCELLANEOUS                    | 3,045,701               | 3,519,092               | 1,546,324                   | 1,753,623                      | 1,753,623               |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 0                       | 37                      | 310                         | 310                            | 310                     |
| <b>GRAND TOTAL</b>                  | <b><u>7,333,726</u></b> | <b><u>7,698,751</u></b> | <b><u>4,572,507</u></b>     | <b><u>4,730,851</u></b>        | <b><u>4,730,851</u></b> |

### **SUMMARY BY FUND:**

|                    |                         |                         |                         |                         |                         |
|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL         | <u>7,333,726</u>        | <u>7,698,751</u>        | <u>4,572,507</u>        | <u>4,730,851</u>        | <u>4,730,851</u>        |
| <b>GRAND TOTAL</b> | <b><u>7,333,726</u></b> | <b><u>7,698,751</u></b> | <b><u>4,572,507</u></b> | <b><u>4,730,851</u></b> | <b><u>4,730,851</u></b> |

### **SUMMARY BY DIVISION:**

|                    |                               |                         |                         |                         |                         |                         |
|--------------------|-------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 091000             | DIRECTOR OF COMMUNITY SVCS    | 732,857                 | 705,151                 | 1,568,283               | 1,636,050               | 1,636,050               |
| 094000             | OFFICE OF DRUG CONTROL POLICY | 1,019,054               | 1,023,638               | 1,055,783               | 1,081,391               | 1,081,391               |
| 095000             | COMMUNITY DEVELOPMENT         | 1,360,403               | 1,446,759               | 0                       | 0                       | 0                       |
| 096300             | EMERGENCY ASSISTANCE          | 163,200                 | 158,055                 | 0                       | 0                       | 0                       |
| 097100             | OFFICE ON AGING               | 1,750,943               | 1,871,393               | 1,948,441               | 2,013,410               | 2,013,410               |
| 097200             | HARFORD TRANSIT               | <u>2,307,269</u>        | <u>2,493,755</u>        | <u>0</u>                | <u>0</u>                | <u>0</u>                |
| <b>GRAND TOTAL</b> |                               | <b><u>7,333,726</u></b> | <b><u>7,698,751</u></b> | <b><u>4,572,507</u></b> | <b><u>4,730,851</u></b> | <b><u>4,730,851</u></b> |

## COMMUNITY SERVICES

### FINANCIAL NOTES:

| FY 16     | FY 17     | CHANGE   | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                                                                                 |
|-----------|-----------|----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2,739,059 | 2,695,023 | (44,036) | <u>PERSONAL SERVICES</u> decrease (\$44,036)<br>Decrease is the result of salary adjustments, one (1) juvenile drug court coordinator position abolished, and the FY 17 Merit Salary increase of 3%. Adjustments were also made to pension, workers' compensation and health benefits.                                                           |
| 226,460   | 222,920   | (3,540)  | <u>CONTRACTUAL SERVICES</u> decrease (\$3,540)<br>Decrease is the net result of telephone service offset by other professional services based on actual expense history                                                                                                                                                                          |
| 29,975    | 32,275    | 2,300    | <u>SUPPLIES AND MATERIALS</u> increase \$2,300<br>Increase is the net result of commercial printing, general office mailing and other supplies and materials based on actual expense history                                                                                                                                                     |
| 30,379    | 26,700    | (3,679)  | <u>BUSINESS AND TRAVEL</u> decrease (\$3,679)<br>Decrease is the net result of mileage, meals, transportation costs and membership fees based on actual expense history                                                                                                                                                                          |
| 1,546,324 | 1,753,623 | 207,299  | <u>MISCELLANEOUS</u> increase \$207,299<br>Increase is the net result of contributions for Catholic Charities, Core Service Agency, Mason Dixon Community Association, Highland Senior Center, Senior Express, Mann House, Homecoming, Service Reform Initiative, Anti Crime Drug Initiatives and the Center for Excellence for Heroin Addiction |



**DEPARTMENT STAFF SUMMARY  
COMMUNITY SERVICES**

| POSITION TITLE                             | ENACTED<br>FY 15 |          | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|--------------------------------------------|------------------|----------|------------------|----------|------------------|----------|
|                                            | POSITIONS        | SALARIES | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| Accounting Technician I                    | 1.00             | 39,900   | 0.00             | 0        | 0.00             | 0        |
| Accounting Technician II                   | 1.00             | 52,378   | 0.00             | 0        | 0.00             | 0        |
| Administrative Assistant I                 | 3.00             | 125,847  | 2.00             | 88,101   | 0.00             | 0        |
| Administrative Assistant II                | 2.00             | 86,171   | 2.00             | 120,494  | 3.00             | 146,910  |
| Administrative Budget Technician I         | 1.00             | 39,900   | 1.00             | 40,900   | 1.00             | 42,127   |
| Administrative Budget Technician II        | 1.00             | 51,514   | 0.00             | 0        | 0.00             | 0        |
| Administrative Secretary III               | 1.00             | 50,000   | 1.00             | 56,000   | 1.00             | 57,680   |
| Administrative Specialist I                | 3.00             | 184,280  | 4.00             | 225,029  | 4.00             | 229,334  |
| Administrative Specialist II               | 2.00             | 135,801  | 0.00             | 0        | 0.00             | 0        |
| Administrator                              | 4.00             | 317,377  | 2.00             | 164,105  | 2.00             | 169,028  |
| Client Advocacy Services Assistant Manager | 1.00             | 54,924   | 2.00             | 105,600  | 2.00             | 109,798  |
| Client Advocacy Services Manager           | 2.00             | 150,338  | 2.00             | 152,338  | 2.00             | 156,909  |
| Communications Specialist I                | 1.00             | 36,123   | 0.00             | 0        | 0.00             | 0        |
| Communications Specialist II               | 2.00             | 85,043   | 0.00             | 0        | 0.00             | 0        |
| Coordinator for Disabilities               | 1.00             | 48,000   | 1.00             | 49,000   | 1.00             | 50,470   |
| Deputy Director of Community Services      | 1.00             | 98,280   | 1.00             | 98,280   | 1.00             | 82,000   |
| Director of Community Services             | 1.00             | 115,370  | 1.00             | 105,000  | 1.00             | 106,000  |
| Grants Specialist                          | 0.00             | 0        | 0.00             | 0        | 1.00             | 40,128   |
| Grants Specialist II                       | 1.00             | 39,900   | 0.00             | 0        | 0.00             | 0        |
| Housing Services Coordinator               | 1.00             | 73,118   | 0.00             | 0        | 0.00             | 0        |
| Housing Services Counselor                 | 1.00             | 64,371   | 0.00             | 0        | 0.00             | 0        |
| Human Relations Manager                    | 1.00             | 67,600   | 1.00             | 68,600   | 1.00             | 61,800   |
| Juvenile Drug Court Coordinator            | 1.00             | 61,235   | 1.00             | 62,235   | 0.00             | 0        |
| Long Term Care Coordinator                 | 1.00             | 53,925   | 1.00             | 54,925   | 1.00             | 56,573   |
| Manager, Harford Transit                   | 1.00             | 70,720   | 0.00             | 0        | 0.00             | 0        |
| Manager, Senior Center Division            | 1.00             | 62,400   | 1.00             | 63,400   | 1.00             | 65,302   |

**DEPARTMENT STAFF SUMMARY  
COMMUNITY SERVICES**

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Planner I                            | 1.00             | 62,400             | 1.00             | 63,400           | 1.00             | 65,302           |
| Senior Center Specialist             | 2.00             | 108,231            | 2.00             | 104,097          | 2.00             | 107,220          |
| <b>FULL-TIME SALARIES</b>            | 39.00            | 2,335,146          | 26.00            | 1,621,504        | 25.00            | 1,546,581        |
| <b>SALARY OFFSET</b>                 |                  | (34,227)           |                  | 0                |                  |                  |
| <b>TOTAL FULL-TIME SALARIES</b>      | 39.00            | 2,300,919          | 26.00            | 1,621,504        | 25.00            | 1,546,581        |
| <b>PART-TIME SALARIES</b>            |                  |                    |                  |                  |                  |                  |
| Cultural Arts Board Coordinator      | 0.50             | 24,960             | 0.00             | 0                | 0.00             | 0                |
| <b>TOTAL PART-TIME SALARIES</b>      | 0.50             | 24,960             | 0.00             | 0                | 0.00             | 0                |
| <b>TEMPORARY SALARIES</b>            |                  | 397,673            |                  | 329,305          |                  | 316,587          |
| <b>SALARY TOTAL</b>                  | <b>39.50</b>     | <b>2,723,552</b>   | <b>26.00</b>     | <b>1,950,809</b> | <b>25.00</b>     | <b>1,863,168</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension                              |                  | 262,679            |                  | 176,572          |                  | 181,890          |
| Workers' Compensation                |                  | 21,270             |                  | 5,216            |                  | 9,458            |
| Health Benefits                      |                  | 607,955            |                  | 408,909          |                  | 444,138          |
| PEHP                                 |                  | 70,912             |                  | 49,720           |                  | 49,496           |
| Overtime                             |                  | 12,186             |                  | 0                |                  | 0                |
| FICA                                 |                  | 210,008            |                  | 143,285          |                  | 142,533          |
| Miscellaneous                        |                  | 6,376              |                  | 4,548            |                  | 4,340            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>1,191,386</b>   |                  | <b>788,250</b>   |                  | <b>831,855</b>   |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>39.50</b>     | <b>3,914,938 *</b> | <b>26.00</b>     | <b>2,739,059</b> | <b>25.00</b>     | <b>2,695,023</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

|                                                                                                                                 |
|---------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>COMMUNITY SERVICES</b><br/><b>Director of Community Services</b><br/><b>Index #091000</b></p> |
|---------------------------------------------------------------------------------------------------------------------------------|

**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 include: the Office of Human Relations and Mediation; the Division of Children, Youth and Family, the Office of Disability; the Office on Aging; and the Office of Drug Control Policy.

The Office of Human Relations and Mediation works to strengthen our communities by investigating and resolving complaints in employment, housing, education, public accommodation, credit, and other areas, and providing information to employers and the general public about human relations matters. This includes studying the origin and impact of social friction in the community and making recommendations to the County Executive and Council to alleviate social problems, and promote equality, understanding and harmonious relations among the citizens of Harford County. Further, the Office of Human Relations and Mediation coordinates, develops and directs the activities of the Human Relations Commission, Women's Commission, Mediation Commission, and Volunteer Harford.

The Office of Disability Services advocates for citizens with disabilities and acts as a catalyst for positive change. The Office promotes and facilitates the independence of people with disabilities in all aspects of community life and connects individuals with disabilities, their families, and their caregivers to resources regarding health care, employment, disability benefits and accessible housing. The division supports Harford County's Disability Commission, and investigates and resolves complaints.

The Division of Children, Youth and Family advocates for children, youth and families, provides financial and development assistance to public and private organizations that deliver human services to children, youth and families, and administers local and state grant funding to meet public service needs not provided by County Government.

**FY 17 GOALS:**

TO STRENGTHEN COMMUNITY OUTREACH AND AWARENESS

TO RESEARCH AND DEVELOP OPPORTUNITIES FOR RE-ENTRY PROGRAMS IN COUNTY

TO INCREASE AWARENESS AND UTILIZATION OF THE MEDIATION PROGRAM

TO INCREASE PARTNERSHIPS AND COLLABORATIONS WITH THE DISABILITY COMMUNITY AND PROVIDERS THROUGH OUTREACH  
AND PARTICIPATION AT THREE OR MORE COMMUNITY EVENTS

TO PROCESS ALL COMPLAINTS RECEIVED WITHIN A TIMELY MANNER (GOAL OF 90 DAYS FROM RECEIPT TO CLOSING)

TO SUCCESSFULLY IMPLEMENT THE GRANT IN AID PROGRAM

TO COMPLETE A NEEDS ASSESSMENT DETERMINING THE NEEDS OF CHILDREN AND YOUTH IN THE COUNTY

TO DEVELOP SUPPORT AND OUTREACH PROGRAMS FOR HARFORD COUNTY'S YOUTH

|                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>COMMUNITY SERVICES</b><br/> <b>Director of Community Services</b><br/> <b>Index #091000</b></p> |
|----------------------------------------------------------------------------------------------------------------------|

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 637,830          | 627,327          | 930,052                     | 937,140                        | 937,140          |
| 20 CONTRACTUAL SERVICES             | 31,989           | 33,407           | 36,100                      | 37,400                         | 37,400           |
| 30 SUPPLIES AND MATERIALS           | 4,803            | 5,812            | 5,000                       | 4,800                          | 4,800            |
| 40 BUSINESS AND TRAVEL              | 2,340            | 2,763            | 3,179                       | 2,500                          | 2,500            |
| 70 MISCELLANEOUS                    | 55,895           | 35,805           | 593,892                     | 654,150                        | 654,150          |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 0                | 37               | 60                          | 60                             | 60               |
| <b>GRAND TOTAL</b>                  | <b>732,857</b>   | <b>705,151</b>   | <b>1,568,283</b>            | <b>1,636,050</b>               | <b>1,636,050</b> |

**FUNDING SOURCE:**

|            |         |         |           |           |           |
|------------|---------|---------|-----------|-----------|-----------|
| 11 GENERAL | 732,857 | 705,151 | 1,568,283 | 1,636,050 | 1,636,050 |
|------------|---------|---------|-----------|-----------|-----------|

|                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>COMMUNITY SERVICES</b><br/> <b>Director of Community Services</b><br/> <b>Index #091000</b></p> |
|----------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| FY 16   | FY 17   | CHANGE | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                                                                                                                |
|---------|---------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 930,052 | 937,140 | 7,088  | <p><u>PERSONAL SERVICES</u> increase \$7,088</p> <p>Increase is the result of the FY 17 Merit Increase of 3%, staff turnover and an offset due to an FY 16 budget amendment, and an increase in temporary salaries for a Clerk Typies, Grants Specialist and Administrative Assistant II. Adjustments were also made to pension, workers' compensation and health benefits.</p> |
| 36,100  | 37,400  | 1,300  | <p><u>CONTRACTUAL SERVICES</u> increase \$1,300</p> <p>Increase is the net result of other professional services based on actual expense history</p>                                                                                                                                                                                                                            |
| 3,179   | 2,500   | (679)  | <p><u>BUSINESS &amp; TRAVEL</u> decrease (\$679)</p> <p>Decrease is the net result of mileage, meals and lodging based on actual expense history</p>                                                                                                                                                                                                                            |
| 593,892 | 654,150 | 60,258 | <p><u>MISCELLANEOUS</u> increase \$60,258</p> <p>Increase is the net result of contributions for Catholic Charities, Core Service Agency, Mason Dixon Community Association, Highland Senior Center, Senior Express</p>                                                                                                                                                         |

**DIVISION STAFF SUMMARY**  
**Director of Community Services**  
**Index #091000**

| POSITION TITLE                        | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|---------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                       | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Assistant I            | 1.00             | 54,404           | 0.00             | 0              | 0.00             | 0              |
| Administrative Assistant II           | 0.00             | 0                | 1.00             | 77,794         | 1.00             | 62,596         |
| Administrative Secretary III          | 1.00             | 50,000           | 1.00             | 56,000         | 1.00             | 57,680         |
| Administrative Specialist I           | 1.00             | 55,057           | 2.00             | 93,806         | 2.00             | 94,176         |
| Coordinator for Disabilities          | 0.00             | 0                | 1.00             | 49,000         | 1.00             | 50,470         |
| Deputy Director of Community Services | 1.00             | 98,280           | 1.00             | 98,280         | 1.00             | 82,000         |
| Director of Community Services        | 1.00             | 115,370          | 1.00             | 105,000        | 1.00             | 106,000        |
| Human Relations Manager               | 0.00             | 0                | 1.00             | 68,600         | 1.00             | 61,800         |
| <b>TOTAL FULL-TIME SALARIES</b>       | <b>5.00</b>      | <b>373,111</b>   | <b>8.00</b>      | <b>548,480</b> | <b>8.00</b>      | <b>514,722</b> |
| <b>PART-TIME SALARIES</b>             |                  |                  |                  |                |                  |                |
| Cultural Arts Board Coordinator       | 1.00             | 24,960           | 0.50             | 0              | 0.00             | 0              |
| <b>TOTAL PART-TIME SALARIES</b>       | <b>1.00</b>      | <b>24,960</b>    | <b>0.50</b>      | <b>0</b>       | <b>0.00</b>      | <b>0</b>       |
| <b>TEMPORARY SALARIES</b>             |                  | <b>31,461</b>    |                  | <b>112,421</b> |                  | <b>137,375</b> |
| <b>SALARY TOTAL</b>                   | <b>6.00</b>      | <b>429,532</b>   | <b>8.50</b>      | <b>660,901</b> | <b>8.00</b>      | <b>652,097</b> |
| <b>OTHER PERSONAL SERVICES</b>        |                  |                  |                  |                |                  |                |
| Pension                               |                  | 42,953           |                  | 58,310         |                  | 60,783         |
| Workers' Compensation                 |                  | 6,107            |                  | 1,606          |                  | 3,552          |
| Health Benefits                       |                  | 98,409           |                  | 140,768        |                  | 146,935        |
| PEHP                                  |                  | 13,296           |                  | 22,600         |                  | 22,488         |
| FICA                                  |                  | 32,858           |                  | 44,607         |                  | 49,885         |
| Miscellaneous                         |                  | 1,120            |                  | 1,260          |                  | 1,400          |
| <b>TOTAL OTHER PERSONAL SERVICES</b>  |                  | <b>194,743</b>   |                  | <b>269,151</b> |                  | <b>285,043</b> |
| <b>TOTAL PERSONAL SERVICES</b>        | <b>6.00</b>      | <b>624,275 *</b> | <b>8.50</b>      | <b>930,052</b> | <b>8.00</b>      | <b>937,140</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**COMMUNITY SERVICES**  
**Office of Drug Control Policy**  
**Index #094000**

**ORIGIN/PURPOSE:**

The Office of Drug Control Policy (ODCP) is the County's lead Prevention Agency, working daily to create a drug free Harford County. Employees provide prevention outreach, support to treatment providers, monitoring and reporting activities, coordination of government agencies and non-profit organizations to address drug and alcohol abuse, and operate Harford County's Specialty Courts. The Office on Drug Control Policy provides information and assistance to Federal, State and local organizations, treatment providers and to individuals suffering from substance abuse and their families. Further, the Office on Drug Control Policy strives to continuously improve the network of available services to ensure efficient, effective, and proactive assistance for Harford County citizens.

**FY 17 GOALS:**

TO PROVIDE PREVENTION OUTREACH AND RECOVERY SUPPORT TO MORE THAN 10,000 YOUTH AND 6,000 ADULTS  
 TO OPERATE FIVE SPECIALIZED COURTS FOR 75 PARTICIPANTS  
 TO APPLY FOR STATE AND FEDERAL GRANTS TOTALING \$500,000, MAXIMIZING AVAILABLE FUNDING TO HELP ADDRESS SUBSTANCE ISSUES IN THE COUNTY

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 585,698                  | 588,155                  | 504,583                              | 391,491                                 | 391,491                  |
| 20 CONTRACTUAL SERVICES             | 115,148                  | 127,790                  | 128,250                              | 128,250                                 | 128,250                  |
| 30 SUPPLIES AND MATERIALS           | 27,110                   | 20,581                   | 15,900                               | 19,400                                  | 19,400                   |
| 40 BUSINESS AND TRAVEL              | 12,339                   | 10,426                   | 17,250                               | 14,250                                  | 14,250                   |
| 70 MISCELLANEOUS                    | 278,759                  | 276,686                  | 389,800                              | 528,000                                 | 528,000                  |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 0                        | 0                        | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b><u>1,019,054</u></b>  | <b><u>1,023,638</u></b>  | <b><u>1,055,783</u></b>              | <b><u>1,081,391</u></b>                 | <b><u>1,081,391</u></b>  |

**FUNDING SOURCE:**

|            |                         |                         |                         |                         |                         |
|------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL | <b><u>1,019,054</u></b> | <b><u>1,023,638</u></b> | <b><u>1,055,783</u></b> | <b><u>1,081,391</u></b> | <b><u>1,081,391</u></b> |
|------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

**COMMUNITY SERVICES**  
**Office of Drug Control Policy**  
**Index #094000**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                          |
|--------------|--------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 504,583      | 391,491      | (113,092)     | <u>PERSONAL SERVICES</u> decrease (\$113,092)<br>Change is the result of one (1) abolished Juvenile Drug Court Coordinator position due to outsourcing, a decrease in temporary salaries, the FY 17 Merit Salary increase of 3%, and adjustments to pension and health benefits. |
| 15,900       | 19,400       | 3,500         | <u>MATERIALS AND SUPPLIES</u> increase \$3,500<br>Increase in other supplies and materials based on actual expense history                                                                                                                                                       |
| 17,250       | 14,250       | (3,000)       | <u>BUSINESS AND TRAVEL</u> decrease (\$3,000)<br>Decrease in transportation costs and membership fees due to expected savings                                                                                                                                                    |
| 389,800      | 528,000      | 138,200       | <u>MISCELLANEOUS</u> increase \$138,200<br>Contributions to the Mann House, Homecoming, Service Reform Initiative, Anti Crime Drug Initiatives and the Center for Excellence for Heroin Addiction                                                                                |



**DIVISION STAFF SUMMARY**  
**Office of Drug Control Policy**  
**Index #094000**

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Specialist I          | 1.00             | 53,874           | 1.00             | 54,874         | 1.00             | 56,519         |
| Administrator                        | 1.00             | 88,727           | 1.00             | 89,727         | 1.00             | 92,419         |
| Juvenile Drug Court Coordinator      | 1.00             | 61,235           | 1.00             | 62,235         | 0.00             | 0 A            |
| <b>TOTAL FULL-TIME SALARIES</b>      | 3.00             | 203,836          | 3.00             | 206,836        | 2.00             | 148,938        |
| <b>TEMPORARY SALARIES</b>            |                  | 211,689          |                  | 165,884        |                  | 126,682        |
| <b>SALARY TOTAL</b>                  | <b>3.00</b>      | <b>415,525</b>   | <b>3.00</b>      | <b>372,720</b> | <b>2.00</b>      | <b>275,620</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension                              |                  | 37,164           |                  | 32,883         |                  | 27,562         |
| Workers' Compensation                |                  | 469              |                  | 707            |                  | 506            |
| Health Benefits                      |                  | 70,080           |                  | 64,192         |                  | 61,497         |
| PEHP                                 |                  | 4,432            |                  | 4,520          |                  | 4,520          |
| FICA                                 |                  | 31,787           |                  | 28,513         |                  | 21,086         |
| Miscellaneous                        |                  | 804              |                  | 1,048          |                  | 700            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>144,736</b>   |                  | <b>131,863</b> |                  | <b>115,871</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>3.00</b>      | <b>560,261 *</b> | <b>3.00</b>      | <b>504,583</b> | <b>2.00</b>      | <b>391,491</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Juvenile Drug Coordinator abolished - #1771

|                                                                                                             |
|-------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>COMMUNITY SERVICES</b><br/> <b>Community Development</b><br/> <b>Index #095000</b></p> |
|-------------------------------------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

Administrative Policy 300-01 provides for financial and programmatic development assistance to designated private, nonprofit human services agencies in Harford County. In FY 01, the name of this index changed from Local Grants to Community Development. Through Community Development, qualified organizations, new or established, are assisted in delivering public service needs which may not be provided within the County government structure.

This Division administers local, state and federal grants given to organizations meeting citizen needs. Community Development designs programs for and writes/administers grants from outside sources resulting in additional services without additional taxpayer costs. It also provides technical assistance to any agency or organization requesting assistance.

Functions of this division have been split between Community Services - Director of Community Services and Housing & Community Development.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 534,283                  | 581,697                  | 0                                    | 0                                       | 0                        |
| 20 CONTRACTUAL SERVICES             | 1,104                    | 1,000                    | 0                                    | 0                                       | 0                        |
| 30 SUPPLIES AND MATERIALS           | 955                      | 1,144                    | 0                                    | 0                                       | 0                        |
| 40 BUSINESS AND TRAVEL              | 1,144                    | 353                      | 0                                    | 0                                       | 0                        |
| 50 CAPITAL OUTLAY                   | 0                        | 700                      | 0                                    | 0                                       | 0                        |
| 70 MISCELLANEOUS                    | 822,917                  | 861,865                  | 0                                    | 0                                       | 0                        |
|                                     | <hr/>                    | <hr/>                    | <hr/>                                | <hr/>                                   | <hr/>                    |
| <b>GRAND TOTAL</b>                  | <b>1,360,403</b>         | <b>1,446,759</b>         | <b>0</b>                             | <b>0</b>                                | <b>0</b>                 |
|                                     | <hr/> <hr/>              | <hr/> <hr/>              | <hr/> <hr/>                          | <hr/> <hr/>                             | <hr/> <hr/>              |

**FUNDING SOURCE:**

|            |                              |                              |                      |                      |                      |
|------------|------------------------------|------------------------------|----------------------|----------------------|----------------------|
| 11 GENERAL | <hr/> <b>1,360,403</b> <hr/> | <hr/> <b>1,446,759</b> <hr/> | <hr/> <b>0</b> <hr/> | <hr/> <b>0</b> <hr/> | <hr/> <b>0</b> <hr/> |
|------------|------------------------------|------------------------------|----------------------|----------------------|----------------------|

**DIVISION STAFF SUMMARY**  
**Community Development**  
**Index #095000**

| POSITION TITLE                       | ENACTED<br>FY 15   |                         | ENACTED<br>FY 16   |                 | ENACTED<br>FY 17   |                 |
|--------------------------------------|--------------------|-------------------------|--------------------|-----------------|--------------------|-----------------|
|                                      | POSITIONS          | SALARIES                | POSITIONS          | SALARIES        | POSITIONS          | SALARIES        |
| Administrative Budget Technician II  | 1.00               | 51,514                  | 0.00               | 0               | 0.00               | 0               |
| Administrative Specialist II         | 1.00               | 62,400                  | 0.00               | 0               | 0.00               | 0               |
| Administrator                        | 1.00               | 66,872                  | 0.00               | 0               | 0.00               | 0               |
| Coordinator for Disabilities         | 1.00               | 48,000                  | 0.00               | 0               | 0.00               | 0               |
| Housing Services Coordinator         | 1.00               | 73,118                  | 0.00               | 0               | 0.00               | 0               |
| Human Relations Manager              | 1.00               | 67,600                  | 0.00               | 0               | 0.00               | 0               |
| <b>FULL-TIME SALARIES</b>            | <u>6.00</u>        | <u>369,504</u>          | <u>0.00</u>        | <u>0</u>        | <u>0.00</u>        | <u>0</u>        |
| <b>SALARY OFFSET</b>                 |                    | <u>(24,727)</u>         |                    | <u>0</u>        |                    | <u>0</u>        |
| <b>TOTAL FULL-TIME SALARIES</b>      | 6.00               | 344,777                 | 0.00               | 0               | 0.00               | 0               |
| <b>TEMPORARY SALARIES</b>            |                    | <u>66,848</u>           |                    | <u>0</u>        |                    | <u>0</u>        |
| <b>SALARY TOTAL</b>                  | <u><b>6.00</b></u> | <u><b>411,625</b></u>   | <u><b>0.00</b></u> | <u><b>0</b></u> | <u><b>0.00</b></u> | <u><b>0</b></u> |
| <b>OTHER PERSONAL SERVICES</b>       |                    |                         |                    |                 |                    |                 |
| Pension                              |                    | 41,162                  | 0.00               | 0               | 0.00               | 0               |
| Workers' Compensation                |                    | 2,309                   | 0.00               | 0               | 0.00               | 0               |
| Health Benefits                      |                    | 96,497                  | 0.00               | 0               | 0.00               | 0               |
| PEHP                                 |                    | 17,728                  | 0.00               | 0               | 0.00               | 0               |
| FICA                                 |                    | 31,489                  | 0.00               | 0               | 0.00               | 0               |
| Miscellaneous                        |                    | 952                     | 0.00               | 0               | 0.00               | 0               |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                    | <u><b>190,137</b></u>   |                    | <u><b>0</b></u> |                    | <u><b>0</b></u> |
| <b>TOTAL PERSONAL SERVICES</b>       | <u><b>6.00</b></u> | <u><b>601,762 *</b></u> | <u><b>0.00</b></u> | <u><b>0</b></u> | <u><b>0.00</b></u> | <u><b>0</b></u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**COMMUNITY SERVICES**  
**Emergency Assistance**  
**Index #096300**

**ORIGIN/PURPOSE:**

By authority of the annual Budget and Appropriation Ordinance, funds to the Maryland Department of Social Services/Harford County provide assistance to citizens as follows:

- o Assistance to persons in emergency situations for whom there are no or insufficient State or Federal funds to help. Illustratively, aid is provided in forestalling evictions/foreclosures, temporary shelter, utility payments, medical (optical and dental needs, prescription drugs) and other miscellaneous emergency needs. Funds are also used for the PREP Program (Prisoners Released from Harford County Detention Center).
- o State Foster Care Board monthly supplements are forwarded to approved foster parents for each child in their care that month. Supplements increase the agency's ability to recruit foster parents for Harford County children who must be placed out of the homes of their parents or relatives. Based on the child's age (birth through 11 years of age and 12 years and older), supplements are used for items for which foster families would have to pay "out of pocket" such as class trips, caps and gowns, and other incidentals. Funds may be used for foster parent applicants who cannot afford the cost of required medical examinations.
- o In-home aide care to severely disabled adults, thereby preventing family break-up, institutionalization, and/or hospitalization.
- o Matching funds to those funds provided by outside sources, funds are used to meet the emergency needs of Harford County citizens.

This index was closed July 1, 2015.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 90,398                   | 148                      | 0                                    | 0                                       | 0                        |
| 70 MISCELLANEOUS                    | 72,802                   | 157,907                  | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>163,200</b>           | <b>158,055</b>           | <b>0</b>                             | <b>0</b>                                | <b>0</b>                 |

**FUNDING SOURCE:**

|            |         |         |   |   |   |
|------------|---------|---------|---|---|---|
| 11 GENERAL | 163,200 | 158,055 | 0 | 0 | 0 |
|------------|---------|---------|---|---|---|

**DIVISION STAFF SUMMARY**  
**Emergency Assistance**  
**Index #096300**

| POSITION TITLE                       | ENACTED<br>FY 15   |                        | ENACTED<br>FY 16   |                 | ENACTED<br>FY 17   |                 |
|--------------------------------------|--------------------|------------------------|--------------------|-----------------|--------------------|-----------------|
|                                      | POSITIONS          | SALARIES               | POSITIONS          | SALARIES        | POSITIONS          | SALARIES        |
| Housing Services Counselor           | <u>1.00</u>        | <u>64,371</u>          | <u>0.00</u>        | <u>0</u>        | <u>0.00</u>        | <u>0</u>        |
| <b>SALARY TOTAL</b>                  | <b><u>1.00</u></b> | <b><u>64,371</u></b>   | <b><u>0.00</u></b> | <b><u>0</u></b> | <b><u>0.00</u></b> | <b><u>0</u></b> |
| <b>OTHER PERSONAL SERVICES</b>       |                    |                        |                    |                 |                    |                 |
| Pension                              |                    | 6,437                  |                    | 0               | 0.00               | 0               |
| Workers' Compensation                |                    | 148                    |                    | 0               | 0.00               | 0               |
| Health Benefits                      |                    | 13,702                 |                    | 0               | 0.00               | 0               |
| FICA                                 |                    | 4,924                  |                    | 0               | 0.00               | 0               |
| Miscellaneous                        |                    | <u>140</u>             |                    | <u>0</u>        | <u>0.00</u>        | <u>0</u>        |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                    | <b>25,351</b>          |                    | <b>0</b>        |                    | <b>0</b>        |
| <b>TOTAL PERSONAL SERVICES</b>       | <b><u>1.00</u></b> | <b><u>89,722 *</u></b> | <b><u>0.00</u></b> | <b><u>0</u></b> | <b><u>0.00</u></b> | <b><u>0</u></b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**COMMUNITY SERVICES**  
**Office on Aging**  
**Index #097100**

**ORIGIN/PURPOSE:**

The Office on Aging serves as the single point of entry for seniors and adults age 18 and older who are living with disabilities as well as their caregivers. The Office works to strengthen our communities by serving as the premier resource for services and to help our target populations achieve an optimal quality of life and personal wellbeing. The Office provides information and assistance to adults living with disabilities and their caregivers to enable them to remain independent with an enhanced quality of life. The Office also provides a broad array of programs and services to support the needs of older adults in our community through direct service provision, referral, case management and advocacy. The Office on Aging also runs five senior activity centers throughout Harford County, empowering citizens with knowledge and promoting life-long physical and mental health. Furthermore, the Office on Aging strives to continuously improve the network of available services to ensure efficient, effective and proactive assistance for all Harford County citizens.

**FY 17 GOALS:**

TO PROVIDE MEDICAID ASSISTANCE

TO PROVIDE COMPASSIONATE CARE AND RESOURCES TO EMPOWER SENIORS

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 1,273,024                | 1,264,292                | 1,304,424                            | 1,366,392                               | 1,366,392                |
| 20 CONTRACTUAL SERVICES             | 67,908                   | 46,170                   | 62,110                               | 57,270                                  | 57,270                   |
| 30 SUPPLIES AND MATERIALS           | 8,016                    | 9,058                    | 9,075                                | 8,075                                   | 8,075                    |
| 40 BUSINESS AND TRAVEL              | 9,690                    | 5,945                    | 9,950                                | 9,950                                   | 9,950                    |
| 70 MISCELLANEOUS                    | 392,305                  | 545,928                  | 562,632                              | 571,473                                 | 571,473                  |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 0                        | 0                        | 250                                  | 250                                     | 250                      |
| <b>GRAND TOTAL</b>                  | <b><u>1,750,943</u></b>  | <b><u>1,871,393</u></b>  | <b><u>1,948,441</u></b>              | <b><u>2,013,410</u></b>                 | <b><u>2,013,410</u></b>  |

**FUNDING SOURCE:**

|            |                         |                         |                         |                         |                         |
|------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL | <b><u>1,750,943</u></b> | <b><u>1,871,393</u></b> | <b><u>1,948,441</u></b> | <b><u>2,013,410</u></b> | <b><u>2,013,410</u></b> |
|------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

**COMMUNITY SERVICES**  
**Office on Aging**  
**Index #097100**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                      |
|--------------|--------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1,304,424    | 1,366,392    | 61,968        | <u>PERSONAL SERVICES</u> increase \$61,968<br>Increase is the result of the FY 17 Merit Salary increase of 3%, staff turnover, and adjustments to pension, health benefits and workers' compensation.                                        |
| 62,110       | 57,270       | (4,840)       | <u>CONTRACTUAL SERVICES</u> decrease (\$4,840)<br>Decrease in office equipment and telephone service based on actual expense history                                                                                                         |
| 9,075        | 8,075        | (1,000)       | <u>MATERIALS AND SUPPLIES</u> decrease (\$1,000)<br>Decrease in general office mailing and janitorial supplies based on actual expense history                                                                                               |
| 562,632      | 571,473      | 8,841         | <u>MISCELLANEOUS</u> increase \$8,841<br>Increase in county match funding based on current federal funding allocations to IIB Human Services, Senior Health Insurance Advocacy, Senior Medicaid Patrol, and IIIA Area Agency Administration. |

# DIVISION STAFF SUMMARY

Office on Aging

Index #097100

| POSITION TITLE                             | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                            | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Administrative Assistant I                 | 2.00             | 71,443             | 2.00             | 88,101           | 0.00             | 0                |
| Administrative Assistant II                | 1.00             | 41,700             | 1.00             | 42,700           | 2.00             | 84,314 A         |
| Administrative Budget Technician I         | 1.00             | 39,900             | 1.00             | 40,900           | 1.00             | 42,127           |
| Administrative Specialist I                | 1.00             | 75,349             | 1.00             | 76,349           | 1.00             | 78,639           |
| Administrative Specialist II               | 1.00             | 73,401             | 0.00             | 0                | 0.00             | 0                |
| Administrator                              | 1.00             | 73,378             | 1.00             | 74,378           | 1.00             | 76,609           |
| Client Advocacy Services Assistant Manager | 1.00             | 54,924             | 2.00             | 105,600          | 2.00             | 109,798          |
| Client Advocacy Services Manager           | 2.00             | 150,338            | 2.00             | 152,338          | 2.00             | 156,909          |
| Grants Specialist                          | 0.00             | 0                  | 0.00             | 0                | 1.00             | 40,128 B         |
| Long Term Care Coordinator                 | 1.00             | 53,925             | 1.00             | 54,925           | 1.00             | 56,573           |
| Manager, Senior Center Division            | 1.00             | 62,400             | 1.00             | 63,400           | 1.00             | 65,302           |
| Planner I                                  | 1.00             | 62,400             | 1.00             | 63,400           | 1.00             | 65,302           |
| Senior Center Specialist                   | 2.00             | 108,231            | 2.00             | 104,097          | 2.00             | 107,220          |
| <b>FULL-TIME SALARIES</b>                  | 15.00            | 867,389            | 15.00            | 866,188          | 15.00            | 882,921          |
| <b>SALARY OFFSET</b>                       |                  | (9,500)            |                  | 51,000           |                  | 0                |
| <b>TEMPORARY SALARIES</b>                  |                  | 28,846             |                  | 51,000           |                  | 52,530           |
| <b>SALARY TOTAL</b>                        | <b>15.00</b>     | <b>886,735</b>     | <b>15.00</b>     | <b>968,188</b>   | <b>15.00</b>     | <b>935,451</b>   |
| <b>OTHER PERSONAL SERVICES</b>             |                  |                    |                  |                  |                  |                  |
| Pension                                    |                  | 80,499             |                  | 85,379           |                  | 93,545           |
| Workers' Compensation                      |                  | 9,468              |                  | 2,903            |                  | 5,400            |
| Health Benefits                            |                  | 208,032            |                  | 203,949          |                  | 235,706          |
| PEHP                                       |                  | 13,296             |                  | 22,600           |                  | 22,488           |
| FICA                                       |                  | 66,355             |                  | 70,165           |                  | 71,562           |
| Miscellaneous                              |                  | 2,100              |                  | 2,240            |                  | 2,240            |
| <b>TOTAL OTHER PERSONAL SERVICES</b>       |                  | <b>379,750</b>     |                  | <b>387,236</b>   |                  | <b>430,941</b>   |
| <b>TOTAL PERSONAL SERVICES</b>             | <b>15.00</b>     | <b>1,266,485 *</b> | <b>15.00</b>     | <b>1,355,424</b> | <b>15.00</b>     | <b>1,366,392</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Assistant I reclassified as an Administrative Assistant II - #2788

B - One (1) Administrative Assistant I reclassified as a Grants Specialist - #3277



**COMMUNITY SERVICES**  
**Harford Transit**  
**Index #097200**

**ORIGIN/PURPOSE:**

Harford Transit provides public and specialized transportation services in Harford County. Services include ten public bus routes operating Monday through Friday, as well as door-to-door service for the elderly and disabled persons.

Per Executive Order 14-09 funding for Harford Transit was transferred to a new index 653000 under the purview of Economic Development.

**FY 17 GOAL:**

TO PROVIDE DEPENDABLE AND EFFECTIVE TRANSPORTATION TO THE COUNTY'S TRANSIT-DEPENDENT POPULATION BY CONNECTING POPULATION CENTERS

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 759,654                  | 765,044                  | 0                                    | 0                                       | 0                        |
| 20 CONTRACTUAL SERVICES             | 75,713                   | 55,515                   | 0                                    | 0                                       | 0                        |
| 30 SUPPLIES AND MATERIALS           | 3,720                    | 1,382                    | 0                                    | 0                                       | 0                        |
| 40 BUSINESS AND TRAVEL              | 38,757                   | 29,085                   | 0                                    | 0                                       | 0                        |
| 50 CAPITAL OUTLAY                   | 6,402                    | 1,828                    | 0                                    | 0                                       | 0                        |
| 70 MISCELLANEOUS                    | 1,423,023                | 1,640,901                | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>2,307,269</b>         | <b>2,493,755</b>         | <b>0</b>                             | <b>0</b>                                | <b>0</b>                 |

**FUNDING SOURCE:**

|            |           |           |   |   |   |
|------------|-----------|-----------|---|---|---|
| 11 GENERAL | 2,307,269 | 2,493,755 | 0 | 0 | 0 |
|------------|-----------|-----------|---|---|---|

# DIVISION STAFF SUMMARY

Harford Transit

Index #097200

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|--------------------------------------|------------------|------------------|------------------|----------|------------------|----------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| Accounting Technician I              | 1.00             | 39,900           | 0.00             | 0        | 0.00             | 0        |
| Accounting Technician II             | 1.00             | 52,378           | 0.00             | 0        | 0.00             | 0        |
| Administrative Assistant II          | 1.00             | 44,471           | 0.00             | 0        | 0.00             | 0        |
| Administrative Budget Technician I   | 0.00             | 0                | 0.00             | 0        | 0.00             | 0        |
| Administrator                        | 1.00             | 88,400           | 0.00             | 0        | 0.00             | 0        |
| Communication Specialist I           | 1.00             | 36,123           | 0.00             | 0        | 0.00             | 0        |
| Communication Specialist II          | 2.00             | 85,043           | 0.00             | 0        | 0.00             | 0        |
| Grants Specialist II                 | 1.00             | 39,900           | 0.00             | 0        | 0.00             | 0        |
| Manager, Harford Transit             | 1.00             | 70,720           | 0.00             | 0        | 0.00             | 0        |
| <b>TOTAL FULL-TIME SALARIES</b>      | 9.00             | 456,935          | 0.00             | 0        | 0.00             | 0        |
| <b>TEMPORARY SALARIES</b>            |                  | 87,675           |                  | 0        |                  | 0        |
| <b>SALARY TOTAL</b>                  | <b>9.00</b>      | <b>544,610</b>   | <b>0.00</b>      | <b>0</b> | <b>0.00</b>      | <b>0</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |          |                  |          |
| Pension                              |                  | 54,464           |                  | 0        |                  | 0        |
| Workers' Compensation                |                  | 2,769            |                  | 0        |                  | 0        |
| Health Benefits                      |                  | 121,235          |                  | 0        |                  | 0        |
| PEHP                                 |                  | 22,160           |                  | 0        |                  | 0        |
| Overtime                             |                  | 12,186           |                  | 0        |                  | 0        |
| FICA                                 |                  | 42,595           |                  | 0        |                  | 0        |
| Miscellaneous                        |                  | 1,260            |                  | 0        |                  | 0        |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>256,669</b>   |                  | <b>0</b> |                  | <b>0</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>9.00</b>      | <b>801,279 *</b> | <b>0.00</b>      | <b>0</b> | <b>0.00</b>      | <b>0</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**Department of Community Services (Director of Community Services) - Anticipated FY17 Grants**

| TITLE OF GRANT          | GRANT PURPOSE                                                                           | Source of Anticipated Funding |                  |       |              | Grant Dates      | Recurring or One Time |
|-------------------------|-----------------------------------------------------------------------------------------|-------------------------------|------------------|-------|--------------|------------------|-----------------------|
|                         |                                                                                         | Federal                       | State            | Other | County Match |                  |                       |
| MACRO Performance Grant | Grant provides quality, free alternative dispute resolution services to the citizens of |                               | \$55,000         |       |              | 7/1/16 - 6/30/17 | Recurring             |
| Local Management Board  | Program funding for Local Management Board                                              |                               | \$482,994        |       |              | 7/1/16 - 6/30/17 | Recurring             |
|                         | <b>TOTALS:</b>                                                                          |                               | <b>\$537,994</b> |       | <b>\$ -</b>  |                  |                       |

| Department of Community Services (Office on Aging) - Anticipated FY17 Grants |                                                                                                                                                                                                                                                                                                                                  |                               |                   |             |                  |                   |                       |
|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------|-------------|------------------|-------------------|-----------------------|
| TITLE OF GRANT                                                               | GRANT PURPOSE                                                                                                                                                                                                                                                                                                                    | Source of Anticipated Funding |                   |             |                  | Grant Dates       | Recurring or One Time |
|                                                                              |                                                                                                                                                                                                                                                                                                                                  | Federal                       | State             | Other       | County Match     |                   |                       |
| Maryland Department of Aging Grants                                          | These grants provide a variety of services to people over the age of 60; State Nutrition; Senior 1 & A; Senior Care; SALGHS, State Ombudsman and VEPI.                                                                                                                                                                           |                               | \$403,288         |             |                  | 7/1/16 - 6/30/17  | Recurring             |
| Older Americans Act                                                          | Grant provides a variety of services to people over the age of 60. Programs include Congregate Nutrition, Home Delivered Meals, Legal Services, Senior Center operation and programs, Ombudsman, Senior Information & Assistance, In-Home Services, Health Education and Physical Fitness, and Caregiver's support and services. | \$725,134                     |                   |             | \$341,330        | 10/1/16 - 9/30/17 | Recurring             |
| Senior Medicare Patrol - Health Care Fraud Program Expansion                 | Grant funds promote awareness of Medicare and Medicaid healthcare fraud, waste and abuse.                                                                                                                                                                                                                                        | \$4,832                       |                   |             | \$9,433          | 6/1/16 - 5/31/17  | Recurring             |
|                                                                              | This grant provides health insurance counseling (e.g. Medicare, private insurance, HMOs, insurance fraud, et.); assists people with organizing medical bills, and advocates with medical providers.                                                                                                                              | \$21,597                      |                   |             | \$17,437         | 4/1/16 - 3/31/17  | Recurring             |
| Medicare Improvements for Patients and Providers (MIPPA)                     | Grant funds allow for outreach and enrollment for low income Medicare beneficiaries to help with drug premiums, copayments and deductibles.                                                                                                                                                                                      | \$7,460                       |                   |             |                  | 9/30/16 - 9/29/17 | Recurring             |
| Senior Center Operating                                                      | The program's goal is to increase overall awareness about healthy eating and to target the nutritionally at risk population.                                                                                                                                                                                                     |                               | \$3,000           |             |                  | 7/1/16 - 6/30/17  | Recurring             |
| <b>TOTALS:</b>                                                               |                                                                                                                                                                                                                                                                                                                                  | <b>\$759,023</b>              | <b>\$ 406,288</b> | <b>\$ -</b> | <b>\$368,200</b> |                   |                       |

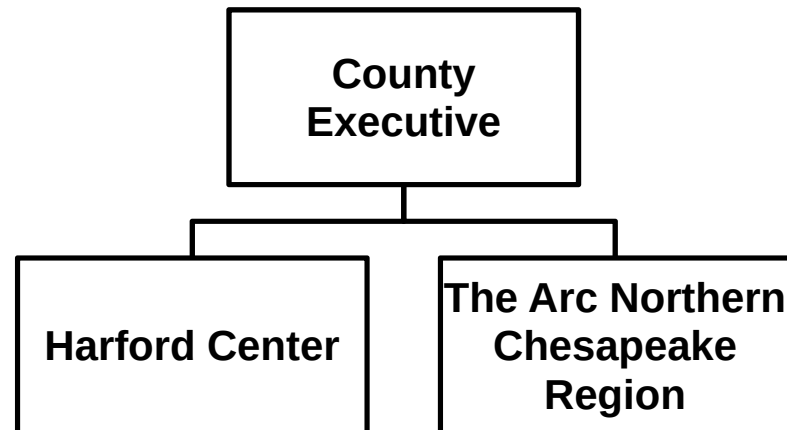
**Department of Community Services (Office of Drug Control Policy) - Anticipated FY17 Grants**

| TITLE OF GRANT                                                       | GRANT PURPOSE                                                                                                                                    | Source of Anticipated Funding |                  |       |              | Grant Dates       | Recurring or One Time |
|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------------|-------|--------------|-------------------|-----------------------|
|                                                                      |                                                                                                                                                  | Federal                       | State            | Other | County Match |                   |                       |
| DJS-Juvenile Drug Court                                              | Grant provides for the enhancement of the Juvenile Drug Court.                                                                                   |                               | \$75,000         |       |              | 7/1/16 - 6/30/17  | Recurring             |
| Alcohol and Drug Prevention                                          | Grant provides funding for drug and alcohol prevention.                                                                                          |                               | \$126,766        |       |              | 7/1/16 - 6/30/17  | Recurring             |
| Harford County Circuit Family Recovery - Juvenile Drug Court Program | Grant provides for the coordinator's salary, drug testing, transportation, and for case management for family recovery and juvenile drug courts. |                               | \$110,000        |       |              | 7/1/16 - 6/30/17  | Recurring             |
| Harford County District Adult Drug - DUI Court Programs              | Grant funds provide for drug testing, transportation, and case management for the Drug Court operating in the District Court                     |                               | \$147,500        |       |              | 7/1/16 - 6/30/17  | Recurring             |
| Opioid Misuse Prevention                                             | Grant funds are used to address the opioid misuse problem; strategies include data collection using the Strategic Prevention Framework model.    | \$82,044                      |                  |       |              | 7/1/16 - 6/30/17  |                       |
| Harford County DUI Offender Court                                    | Grant funds supplement the operation of a DUI Court in the District Court of Maryland serving Harford County.                                    | \$57,150                      |                  |       |              | 10/1/16 - 9/30/17 | Recurring             |
|                                                                      | <b>TOTALS:</b>                                                                                                                                   | <b>\$139,194</b>              | <b>\$459,266</b> |       | <b>\$0</b>   |                   |                       |



**Bel Air Courthouse**

# HANDICAPPED CARE CENTERS



## HANDICAPPED CARE CENTERS

### ORIGIN/PURPOSE:

Handicapped Care Centers is a group of budgetary funds supporting mentally/physically handicapped rehabilitation services. These services are provided by two private, non-profit organizations - the Harford Center, Inc., and the ARC Northern Chesapeake Region. These programs offer educational and vocational opportunities with the community for mentally/physically handicapped residents.

County contributions to these organizations are payable to the Maryland State Department of Health and Mental Hygiene and must be, at a minimum, the amount paid by County government in Fiscal Year 1984. These payments are mandated by the Development Disabilities Law, Section 7-705, in the Health General Article of the Annotated Code of Maryland.

### FY 17 GOALS:

PREPARE EACH CLIENT TO INDEPENDENTLY PERFORM DAILY LIVING SKILLS AND READY THEM FOR A VOCATIONAL PLACEMENT

TO MINIMIZE STAFF TURNOVER AND TO INCREASE RETENTION IN ORDER TO MAINTAIN A QUALIFIED WORKFORCE

### **ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 70 MISCELLANEOUS                    | 2,298,730        | 2,298,730        | 2,438,730                   | 2,298,730                      | 2,298,730        |
| <b>GRAND TOTAL</b>                  | <b>2,298,730</b> | <b>2,298,730</b> | <b>2,438,730</b>            | <b>2,298,730</b>               | <b>2,298,730</b> |

### **SUMMARY BY FUND:**

|                    |                  |                  |                  |                  |                  |
|--------------------|------------------|------------------|------------------|------------------|------------------|
| 11 GENERAL         | 2,298,730        | 2,298,730        | 2,438,730        | 2,298,730        | 2,298,730        |
| <b>GRAND TOTAL</b> | <b>2,298,730</b> | <b>2,298,730</b> | <b>2,438,730</b> | <b>2,298,730</b> | <b>2,298,730</b> |

### **SUMMARY BY DIVISION:**

|                    |                                |                  |                  |                  |                  |                  |
|--------------------|--------------------------------|------------------|------------------|------------------|------------------|------------------|
| 141000             | HARFORD CENTER                 | 553,036          | 553,036          | 693,036          | 553,036          | 553,036          |
| 142000             | ARC NORTHERN CHESAPEAKE REGION | 1,745,694        | 1,745,694        | 1,745,694        | 1,745,694        | 1,745,694        |
| <b>GRAND TOTAL</b> |                                | <b>2,298,730</b> | <b>2,298,730</b> | <b>2,438,730</b> | <b>2,298,730</b> | <b>2,298,730</b> |



## HANDICAPPED CARE CENTERS

### FINANCIAL NOTES:

| FY 16   | FY 17   | CHANGE    | EXPLANATION OF INCREASE/DECREASE                                                                                                               |
|---------|---------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------|
| 693,036 | 553,036 | (140,000) | <u>MISCELLANEOUS</u> decrease (\$140,000)<br>Decrease is the net result of eliminating one time contribution for Health Care Expenses in FY 16 |

**HANDICAPPED CARE CENTERS**  
**The Harford Center, Inc.**  
**Index #141000**

**ORIGIN/PURPOSE:**

The Harford Center, Inc. was created by Bill No. 78-3, Article XXV of the Harford County Code, to operate a residential and day-care training and rehabilitation center to properly care for and provide necessary services to the severely/profoundly developmentally disabled and multi-handicapped adults. The Center services the following individuals: mentally retarded, autistic, brain damaged, cerebral palsied, hearing impaired, visually impaired, physically handicapped, emotionally disturbed, dually diagnosed Mentally Handicapped (MH) and Mental Retardation (MR), and head trauma.

**FY 17 GOAL:**

PREPARE EACH CLIENT TO INDEPENDENTLY PERFORM DAILY LIVING SKILLS AND READY THEM FOR A VOCATIONAL PLACEMENT

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 70 MISCELLANEOUS                    | 553,036          | 553,036          | 693,036                     | 553,036                        | 553,036          |
| <b>GRAND TOTAL</b>                  | <b>553,036</b>   | <b>553,036</b>   | <b>693,036</b>              | <b>553,036</b>                 | <b>553,036</b>   |

**FUNDING SOURCE:**

|            |         |         |         |         |         |
|------------|---------|---------|---------|---------|---------|
| 11 GENERAL | 553,036 | 553,036 | 693,036 | 553,036 | 553,036 |
|------------|---------|---------|---------|---------|---------|

**FINANCIAL NOTES:**

| FY 16   | FY 17   | CHANGE    | EXPLANATION OF INCREASE/DECREASE                                                                                                               |
|---------|---------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------|
| 693,036 | 553,036 | (140,000) | <u>MISCELLANEOUS</u> decrease (\$140,000)<br>Decrease is the net result of eliminating one time contribution for Health Care Expenses in FY 16 |

# THE HARFORD CENTER

## OBJECTIVES & PERFORMANCE MEASURES

### Department Goal

Prepare each client to independently perform daily living skills and ready them for a vocational placement.

### Department Objective

To increase the percentage of clients able to independently perform daily living skills.

### County Goal(s) Supported

III. Strengthening Our Communities

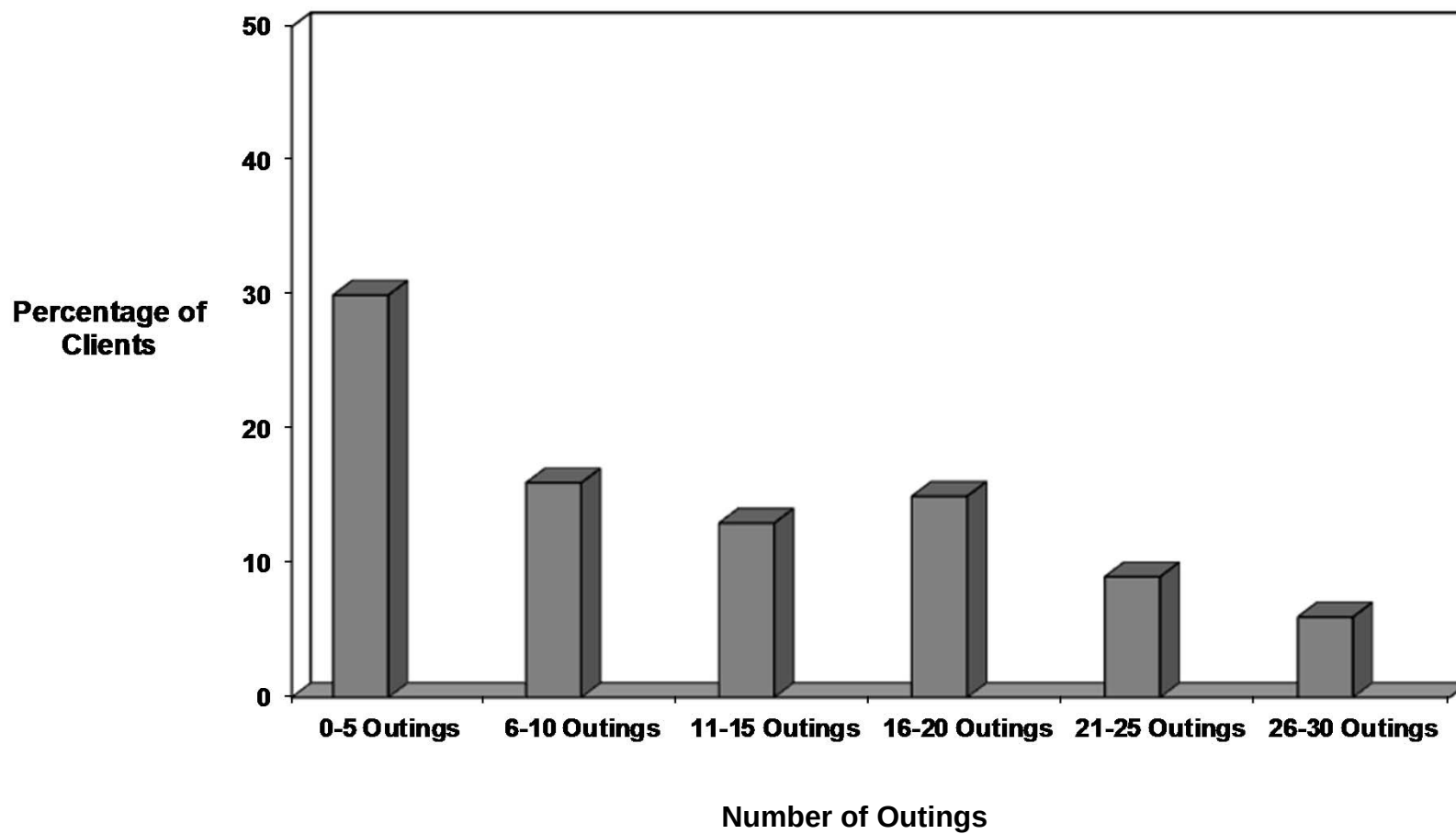
| Measure                                                                                                       | Actual 2013* | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|---------------------------------------------------------------------------------------------------------------|--------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                                                                          |              |             |             |             |               |
| Dollars allocated                                                                                             | \$488,366    | \$488,366   | \$628,366   | \$488,366   | \$488,366     |
| Number of staff                                                                                               | N/A          | 71          | 65          | 57          | 68            |
| <b><u>Output:</u></b>                                                                                         |              |             |             |             |               |
| Number of comprehensive programs offered to clients                                                           | N/A          | 115         | 121         | 117         | 123           |
| Number of clients served                                                                                      | N/A          | 115         | 121         | 117         | 123           |
| <b><u>Efficiency:</u></b>                                                                                     |              |             |             |             |               |
| Cost of program per client per year                                                                           | N/A          | \$28,761    | \$20,715    | \$21,941    |               |
| <b><u>Service Quality:</u></b>                                                                                |              |             |             |             |               |
| Percent of clients reacting positively to programs                                                            | N/A          | 100%        | 100%        | 100%        | 100%          |
| Number of community outings - January 2014 to May 2014                                                        | N/A          | 190.00      | 667.00      | 800.00      | 800.00        |
| <b><u>Outcome:</u></b>                                                                                        |              |             |             |             |               |
| Percent of clients able to independently perform daily living skills after participating in multiple programs | N/A          | 75%         | 75%         | 75%         | 70%           |
| Percent of total client population participating in community activities                                      | N/A          | 97%         | 94%         | 100%        | 100%          |

### Explanation and Analysis of Performance Measures

The Harford Center, Inc. provides day habilitation services to 120 adults with disabilities. The Center offers a safe and stimulating environment that provides opportunities for adults to find personal fulfillment, to develop skills in independence, and to explore the community. The Harford Center's focus for the upcoming year is to promote independence through involving individuals in their communities. A long-term goal will be to use these experiences to build employment and volunteer opportunities.

\* Actual 2013 figures are unavailable due to The Harford Center transitioning with a new Director.

## THE HARFORD CENTER Client Outings by Percentage



|                                                                                                                                |
|--------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>HANDICAPPED CARE CENTERS</b><br/> <b>The ARC Northern Chesapeake Region</b><br/> <b>Index #142000</b></p> |
|--------------------------------------------------------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

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

**FY 17 GOAL:**

TO MINIMIZE STAFF TURNOVER AND TO INCREASE RETENTION IN ORDER TO MAINTAIN A QUALIFIED WORKFORCE

**ALL FUND SUMMARY:**

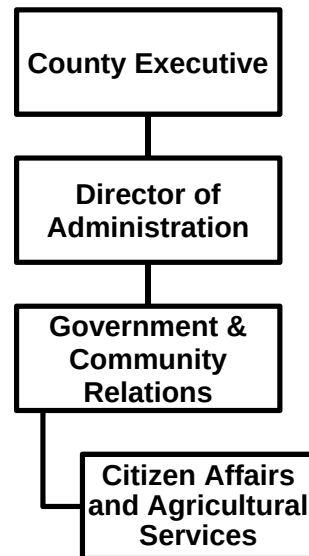
|                                     | <b>AUDITED<br/>FY 14</b>       | <b>AUDITED<br/>FY 15</b>       | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b>       |
|-------------------------------------|--------------------------------|--------------------------------|--------------------------------------|-----------------------------------------|--------------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                                |                                |                                      |                                         |                                |
| 70 MISCELLANEOUS                    | <u>1,745,694</u>               | <u>1,745,694</u>               | <u>1,745,694</u>                     | <u>1,745,694</u>                        | <u>1,745,694</u>               |
| <b>GRAND TOTAL</b>                  | <b><u><u>1,745,694</u></u></b> | <b><u><u>1,745,694</u></u></b> | <b><u><u>1,745,694</u></u></b>       | <b><u><u>1,745,694</u></u></b>          | <b><u><u>1,745,694</u></u></b> |

**FUNDING SOURCE:**

|            |                         |                         |                         |                         |                         |
|------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL | <u><u>1,745,694</u></u> | <u><u>1,745,694</u></u> | <u><u>1,745,694</u></u> | <u><u>1,745,694</u></u> | <u><u>1,745,694</u></u> |
|------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

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# GOVERNMENT & COMMUNITY RELATIONS



## OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS

### **ORIGIN/PURPOSE:**

The Office of Governmental and Community Relations was created by Executive Order 14-05. The Office shall be administered by a Director of Governmental and Community Relations. The Office of Governmental and Community Relations shall be responsible for the coordination of county boards, agencies and organizations regarding application of governmental policies, laws and programs. Emphasis shall be placed on educational and agricultural initiatives. The Office shall review proposed state legislation and present the County Executive's position on legislation in the General Assembly. Per Executive Order 16-03 the Division of Citizen Affairs and Agricultural Services is transferred to the Office of Governmental and Community Relations. The Office of Governmental and Community Relations may be assigned and shall perform such related duties as assigned to it by the County Executive.

### **MISSION:**

Our mission is to communicate with the public and maintain positive and effective relationships with governing bodies, other public entities, and the community at large. By focusing on outreach, adapting to stakeholders' needs and feedback, and keeping them informed, we seek to further the County administration's goals of responsiveness, transparency, and efficiency.

### **FY 17 GOALS:**

TO EXPAND OPPORTUNITIES FOR COMMUNICATION AND ENGAGEMENT BETWEEN COUNTY GOVERNMENT AND THE CITIZENS OF HARFORD COUNTY

TO PROVIDE FRIENDLY CUSTOMER SERVICE WITH EFFIECIENCY, TRANSPARENCY AND ACCOUNTABILITY

TO ANALYZE PUBLIC INPUT TO INFORM AND GUIDE COUNTY GOVERNMENT ACTIONS

TO NURTURE RELATIONSHIPS WITH OUTSIDE AGENCIES WITH SPECIAL EMPHASIS ON PUBLIC EDUCATION AND THE AGRICULTURAL COMMUNITY



# OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS

## ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 0                | 0                | 478,806                     | 760,832                        | 760,832          |
| 20 CONTRACTUAL SERVICES             | 0                | 0                | 68,350                      | 138,750                        | 138,750          |
| 30 SUPPLIES AND MATERIALS           | 0                | 0                | 10,600                      | 19,150                         | 19,150           |
| 40 BUSINESS AND TRAVEL              | 0                | 0                | 20,500                      | 25,700                         | 25,700           |
| 70 MISCELLANEOUS                    | 0                | 0                | 0                           | 254,000                        | 254,000          |
| 80 INTERGOVERNMENTAL/INTERFUND      | 0                | 0                | 1,000                       | 3,500                          | 3,500            |
| <b>GRAND TOTAL</b>                  | <b>0</b>         | <b>0</b>         | <b>579,256</b>              | <b>1,201,932</b>               | <b>1,201,932</b> |

## **FUNDING SOURCE:**

11 GENERAL

|   |   |         |           |           |
|---|---|---------|-----------|-----------|
| 0 | 0 | 579,256 | 1,201,932 | 1,201,932 |
|---|---|---------|-----------|-----------|

## **SUMMARY BY DIVISION:**

|                    |                                  |          |          |                |                  |                  |
|--------------------|----------------------------------|----------|----------|----------------|------------------|------------------|
| 151000             | OFFICE OF GOV'T AND COMM RELAT   | 0        | 0        | 579,256        | 610,320          | 610,320          |
| 154000             | CITIZENS AFFAIRS AND AG SERVICES | 0        | 0        | 0              | 591,612          | 591,612          |
| <b>GRAND TOTAL</b> |                                  | <b>0</b> | <b>0</b> | <b>579,256</b> | <b>1,201,932</b> | <b>1,201,932</b> |

# OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS

## FINANCIAL NOTES:

| FY 16   | FY 17   | CHANGE  | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                                                                                                                                                                                 |
|---------|---------|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 478,806 | 760,832 | 282,026 | <p><u>PERSONAL SERVICES</u> increase \$282,026</p> <p>Increase based on the net result of the FY 17 Merit Salary increase of 3% and additional funds provided for health benefits, post employment health plan (PEHP), FICA and a temporary salaries increase along with the addition of two (2) positions transferred in from the department of Director of Administration. Increase is offset slightly by a decrease in funds for pension.</p> |
| 68,350  | 138,750 | 70,400  | <p><u>CONTRACTUAL SERVICES</u> increase \$70,400</p> <p>Funds were transferred with the Division of Citizen Affairs and Agricultural Services and provide for copier lease, telephone and fax services, management and professional services.</p>                                                                                                                                                                                                |
| 10,600  | 19,150  | 8,550   | <p><u>SUPPLIES &amp; MATERIALS</u> increase \$8,550</p> <p>Funds were transferred with the Division of Citizen Affairs and Agricultural Services and provide for office supplies, printing, audio visual and office mailing.</p>                                                                                                                                                                                                                 |
| 20,500  | 25,700  | 5,200   | <p><u>BUSINESS &amp; TRAVEL</u> increase \$5,200</p> <p>Funds were transferred with Division of Citizen Affairs and Agricultural Services and provide for mileage, lodging, books and membership fees.</p>                                                                                                                                                                                                                                       |
| 0       | 254,000 | 254,000 | <p><u>MISCELLANEOUS</u> increase \$254,000</p> <p>Funds were transferred with Division of Citizen Affairs and Agricultural Services and provides for a grant-in-aid program to replace to Ag Co-Op @ \$123,500 as well as remaining funds for various other contributions for agricultural related activities.</p>                                                                                                                               |
| 1,000   | 3,500   | 2,500   | <p><u>INTERGOVERNMENTAL/INTERFUND</u> increase \$2,500</p> <p>Funds provided for fleet lease and rental for pool car and additional funds transferred with Division of Citizen Affairs and Agricultural Services.</p>                                                                                                                                                                                                                            |

**DEPARTMENT STAFF SUMMARY**  
**OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS**

| POSITION TITLE                                   | ENACTED<br>FY 15 |            | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------------------|------------------|------------|------------------|----------------|------------------|----------------|
|                                                  | POSITIONS        | SALARIES   | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Secretary III                     | 0.00             | 0          | 0.00             | 0              | 1.00             | 54,344         |
| Administrative Specialist I                      | 0.00             | 0          | 0.00             | 0              | 1.00             | 61,800         |
| Administrative Specialist II                     | 0.00             | 0          | 2.00             | 125,983        | 1.00             | 75,418         |
| Chief, Citizen Affairs and Agricultural Services | 0.00             | 0          | 0.00             | 0              | 1.00             | 73,130         |
| Director                                         | 0.00             | 0          | 1.00             | 129,500        | 1.00             | 105,000        |
| Deputy Director                                  | 0.00             | 0          | 1.00             | 86,000         | 1.00             | 86,000         |
| <b>TOTAL FULL-TIME SALARIES</b>                  | <u>0.00</u>      | <u>0</u>   | <u>4.00</u>      | <u>341,483</u> | <u>6.00</u>      | <u>455,692</u> |
| <b>TEMPORARY SALARIES</b>                        |                  | 0          |                  | 0              |                  | 84,664         |
| <b>SALARY TOTAL</b>                              | <u>0.00</u>      | <u>0</u>   | <u>4.00</u>      | <u>341,483</u> | <u>6.00</u>      | <u>540,356</u> |
| <b>OTHER PERSONAL SERVICES</b>                   |                  |            |                  |                |                  |                |
| Pension & Retirement                             |                  | 0          |                  | 34,148         |                  | 45,569         |
| Workers' Compensation                            |                  | 0          |                  | 649            |                  | 1,550          |
| Health Benefits                                  |                  | 0          |                  | 62,965         |                  | 116,189        |
| PEHP                                             |                  | 0          |                  | 13,560         |                  | 14,992         |
| FICA                                             |                  | 0          |                  | 25,441         |                  | 41,336         |
| Miscellaneous                                    |                  | 0          |                  | 560            |                  | 840            |
| <b>TOTAL OTHER PERSONAL SERVICES</b>             |                  | <u>0</u>   |                  | <u>137,323</u> |                  | <u>220,476</u> |
| <b>TOTAL PERSONAL SERVICES</b>                   | <u>0.00</u>      | <u>0 *</u> | <u>4.00</u>      | <u>478,806</u> | <u>6.00</u>      | <u>760,832</u> |

\* FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

|                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS</b><br/> <b>Office of Governmental and Community Relations</b><br/> <b>Index #151000</b></p> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

The Office of Governmental and Community Relations was created by Executive Order 14-05. The Office shall be administered by a Director of Governmental and Community Relations. The Office of Governmental and Community Relations shall be responsible for the coordination of county boards, agencies and organizations regarding application of governmental policies, laws and programs. Emphasis shall be placed on educational and agricultural initiatives. The Office shall review proposed state legislation and present the County Executive's position on legislation presented in the General Assembly. The Office of Governmental and Community Relations may be assigned and shall perform such related duties as assigned to it by the County Executive.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 0                        | 0                        | 478,806                              | 509,870                                 | 509,870                  |
| 20 CONTRACTUAL SERVICES             | 0                        | 0                        | 68,350                               | 68,350                                  | 68,350                   |
| 30 SUPPLIES AND MATERIALS           | 0                        | 0                        | 10,600                               | 10,600                                  | 10,600                   |
| 40 BUSINESS AND TRAVEL              | 0                        | 0                        | 20,500                               | 20,500                                  | 20,500                   |
| 80 INTERGOVERNMENTAL/INTERFUND      | 0                        | 0                        | 1,000                                | 1,000                                   | 1,000                    |
|                                     | <u>0</u>                 | <u>0</u>                 | <u>1,000</u>                         | <u>1,000</u>                            | <u>1,000</u>             |
| <b>GRAND TOTAL</b>                  | <b><u>0</u></b>          | <b><u>0</u></b>          | <b><u>579,256</u></b>                | <b><u>610,320</u></b>                   | <b><u>610,320</u></b>    |

**FUNDING SOURCE:**

|            |          |          |                |                |                |
|------------|----------|----------|----------------|----------------|----------------|
| 11 GENERAL | <u>0</u> | <u>0</u> | <u>579,256</u> | <u>610,320</u> | <u>610,320</u> |
|------------|----------|----------|----------------|----------------|----------------|

|                                                       |
|-------------------------------------------------------|
| <b>OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS</b> |
|-------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                        |
|--------------|--------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 478,806      | 509,870      | 31,064        | <u>PERSONAL SERVICES</u> increase \$31,064<br>Increase is the net result of the FY 17 Merit salary increase of 3%,as well as temporary salaries and health benefits. Offset by turnover and PEHP (Post Employment Health Plan) |

**DEPARTMENT STAFF SUMMARY**  
**Office of Governmental and Community Relations**  
**Index #151000**

| POSITION TITLE                       | ENACTED<br>FY 15 |            | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES   | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Specialist II         | 0.00             | 0          | 2.00             | 125,983        | 1.00             | 75,418 A       |
| Administrative Secretary III         | 0.00             | 0          | 0.00             | 0              | 1.00             | 54,344         |
| Director                             | 0.00             | 0          | 1.00             | 129,500        | 1.00             | 105,000        |
| Deputy Director                      | 0.00             | 0          | 1.00             | 86,000         | 1.00             | 86,000         |
| <b>TOTAL FULL-TIME SALARIES</b>      | <b>0.00</b>      | <b>0</b>   | <b>4.00</b>      | <b>341,483</b> | <b>4.00</b>      | <b>320,762</b> |
| <b>TEMPORARY SALARIES</b>            |                  | <b>0</b>   |                  | <b>0</b>       |                  | <b>42,332</b>  |
| <b>SALARY TOTAL</b>                  | <b>0.00</b>      | <b>0</b>   | <b>4.00</b>      | <b>341,483</b> | <b>4.00</b>      | <b>363,094</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |            |                  |                |                  |                |
| Pension & Retirement                 |                  | 0          |                  | 34,148         |                  | 32,076         |
| Workers' Compensation                |                  | 0          |                  | 649            |                  | 1,091          |
| Health Benefits                      |                  | 0          |                  | 62,965         |                  | 77,777         |
| PEHP                                 |                  | 0          |                  | 13,560         |                  | 7,496          |
| FICA                                 |                  | 0          |                  | 25,441         |                  | 27,776         |
| Miscellaneous                        |                  | 0          |                  | 560            |                  | 560            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>0</b>   |                  | <b>137,323</b> |                  | <b>146,776</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>0.00</b>      | <b>0 *</b> | <b>4.00</b>      | <b>478,806</b> | <b>4.00</b>      | <b>509,870</b> |

\* FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Administrative Specialist II position reclassified to an Administrative Secretary III

**OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS**  
**Citizen Affairs and Agricultural Services**  
**Index #154000**

**ORIGIN/PURPOSE:**

This division was retitled and transferred to the Office of Governmental and Community Relations by Executive Order 16-03. The division is administered by the Chief, Citizen Affairs and Agricultural Services who reports directly the Director, Governmental & Community Relations. The primary responsibilities of this division include the coordination, control and oversight of the investigation, research and resolution of citizen issues and concerns regarding the application of governmental policies, laws and programs, as well as extensive work with the agricultural community. Additional responsibilities will include acting as a liaison between the County Executive and various community councils and providing assistance on constituent matters to the Harford County Council.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 0                        | 0                        | 0                                    | 250,962                                 | 250,962                  |
| 20 CONTRACTUAL SERVICES             | 0                        | 0                        | 0                                    | 70,400                                  | 70,400                   |
| 30 SUPPLIES AND MATERIALS           | 0                        | 0                        | 0                                    | 8,550                                   | 8,550                    |
| 40 BUSINESS AND TRAVEL              | 0                        | 0                        | 0                                    | 5,200                                   | 5,200                    |
| 70 MISCELLANEOUS                    | 0                        | 0                        | 0                                    | 254,000                                 | 254,000                  |
| 80 INTERGOVERNMENTAL/INTERFUND      | 0                        | 0                        | 0                                    | 2,500                                   | 2,500                    |
| <b>GRAND TOTAL</b>                  | <b>0</b>                 | <b>0</b>                 | <b>0</b>                             | <b>591,612</b>                          | <b>591,612</b>           |

**FUNDING SOURCE:**

|            |   |   |   |         |         |
|------------|---|---|---|---------|---------|
| 11 GENERAL | 0 | 0 | 0 | 591,612 | 591,612 |
|------------|---|---|---|---------|---------|

|                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>OFFICE OF GOVERNMENTAL AND COMMUNITY RELATIONS</b><br/> <b>Citizen Affairs and Agricultural Services</b><br/> <b>Index #154000</b></p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                                                      |
|--------------|--------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 0            | 250,962      | 250,962       | <p><u>PERSONAL SERVICES</u> increase \$250,962</p> <p>Increase is based on the net result of the FY 17 Merit Salary increase of 3% and additional funds for FICA, post employment health plan (PEHP) and two (2) additional positions transferred to Office of Governmental and Community Relations from the Director of Administration.</p> |
| 0            | 70,400       | 70,400        | <p><u>CONTRACTUAL SERVICES</u> increase \$70,400</p> <p>Funds provided for office equipment, telephone service, management services and other professional services for Agricultural Affairs.</p>                                                                                                                                            |
| 0            | 8,550        | 8,550         | <p><u>SUPPLIES &amp; MATERIALS</u> increase \$8,550</p> <p>Funds provided for general office supplies, printing commercial and computer supplies.</p>                                                                                                                                                                                        |
| 0            | 5,200        | 5,200         | <p><u>BUSINESS &amp; TRAVEL</u> increase \$5,200</p> <p>Funds provided for mileage and lodging costs.</p>                                                                                                                                                                                                                                    |
| 0            | 254,000      | 254,000       | <p><u>MISCELLANEOUS</u> increase \$254,000</p> <p>Contribution funding provides \$123,500 for a new grant-in-aid program to replace the Ag Marketing Co-Op; remaining funds provide for various other contributions for agricultural related activities.</p>                                                                                 |



**DEPARTMENT STAFF SUMMARY**  
**Citizen Affairs and Agricultural Services**  
**Index #154000**

| POSITION TITLE                                   | ENACTED<br>FY 15 |            | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |                |
|--------------------------------------------------|------------------|------------|------------------|----------|------------------|----------------|
|                                                  | POSITIONS        | SALARIES   | POSITIONS        | SALARIES | POSITIONS        | SALARIES       |
| Chief, Citizen Affairs and Agricultural Services | 0.00             | 0          | 0.00             | 0        | 1.00             | 73,130         |
| Administrative Specialist I                      | 0.00             | 0          | 0.00             | 0        | 1.00             | 61,800         |
| <b>TOTAL FULL-TIME SALARIES</b>                  | <u>0.00</u>      | <u>0</u>   | <u>0.00</u>      | <u>0</u> | <u>2.00</u>      | <u>134,930</u> |
| <b>TEMPORARY SALARIES</b>                        |                  | 0          |                  | 0        |                  | 42,332         |
| <b>SALARY TOTAL</b>                              | <u>0.00</u>      | <u>0</u>   | <u>0.00</u>      | <u>0</u> | <u>2.00</u>      | <u>177,262</u> |
| <b>OTHER PERSONAL SERVICES</b>                   |                  |            |                  |          |                  |                |
| Pension & Retirement                             |                  | 0          |                  | 0        |                  | 13,493         |
| Workers' Compensation                            |                  | 0          |                  | 0        |                  | 459            |
| Health Benefits                                  |                  | 0          |                  | 0        |                  | 38,412         |
| PEHP                                             |                  | 0          |                  | 0        |                  | 7,496          |
| FICA                                             |                  | 0          |                  | 0        |                  | 13,560         |
| Miscellaneous                                    |                  | 0          |                  | 0        |                  | 280            |
| <b>TOTAL OTHER PERSONAL SERVICES</b>             |                  | <u>0</u>   |                  | <u>0</u> |                  | <u>73,700</u>  |
| <b>TOTAL PERSONAL SERVICES</b>                   | <u>0.00</u>      | <u>0 *</u> | <u>0.00</u>      | <u>0</u> | <u>2.00</u>      | <u>250,962</u> |

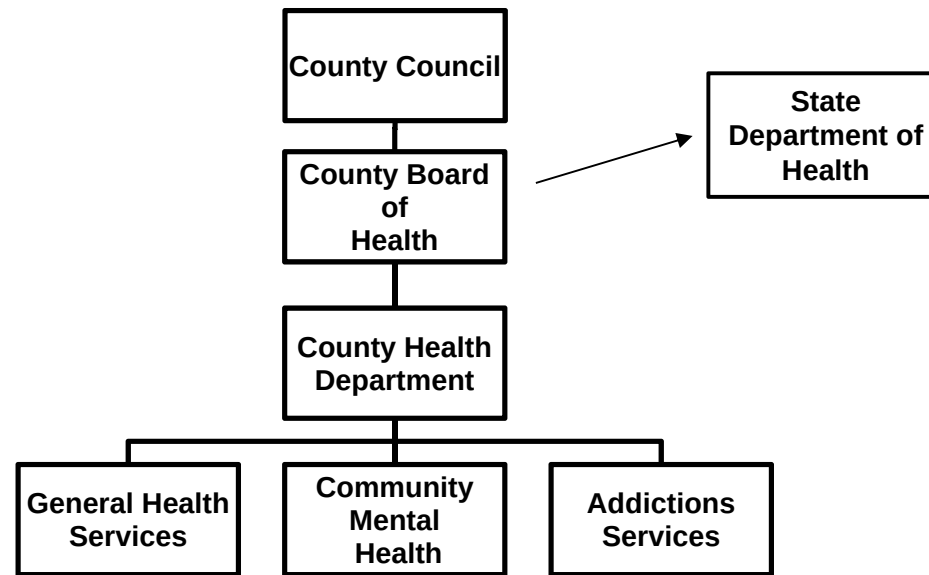
\* FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

Per Executive Order 16-03 the Division of Citizen Affairs and Administrative Services was transferred to Office of Governmental and Community Relations and the title changed to Citizen Affairs and Agricultural Services



**Supporting Harford's Farms**

# HEALTH DEPARTMENT



## HEALTH

### **ORIGIN/PURPOSE:**

The Harford County Health Department is a service delivery unit of the State Department of Health and Mental Hygiene and the County Board of Health. It is responsible for the provision of a wide range of preventative health care and clinical and environmental health services. This department also provides alcoholism and drug treatment services and Women's, Infants and Children Nutrition Program (WIC) services. The department provides for assessment, policy development and assurance functions which protect all citizens against preventable disease, premature loss of life and environmental pollution.

### **MISSION STATEMENT:**

TO MAKE HARFORD COUNTY THE HEALTHIEST COUNTY IN THE STATE OF MARYLAND

### **FY 17 GOALS:**

1. ESTABLISH AND MAINTAIN A COORDINATED SYSTEM OF CONTINUOUS HEALTH ASSESSMENT, POLICY DEVELOPMENT AND ASSURANCE FOR THE DELIVERY OF PUBLIC HEALTH SERVICES TO THE CITIZENS
2. STRIVE FOR AN OPTIMUM LEVEL OF PROTECTION AGAINST PREVENTABLE DISEASE, PREMATURE LOSS OF LIFE AND ENVIRONMENTAL POLLUTION
3. PREVENT AND CONTROL EPIDEMICS

## HEALTH

### ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17        |
|-------------------------------------|-------------------------|-------------------------|-----------------------------|--------------------------------|-------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                         |                         |                             |                                |                         |
| 10 PERSONAL SERVICES                | 49,059                  | 35,424                  | 34,924                      | 34,924                         | 34,924                  |
| 20 CONTRACTUAL SERVICES             | 236,049                 | 249,480                 | 250,546                     | 250,546                        | 250,546                 |
| 70 MISCELLANEOUS                    | 3,037,477               | 4,067,652               | 3,342,848                   | 3,417,848                      | 3,417,848               |
|                                     | <u>          </u>       | <u>          </u>       | <u>          </u>           | <u>          </u>              | <u>          </u>       |
| <b>GRAND TOTAL</b>                  | <b><u>3,322,585</u></b> | <b><u>4,352,556</u></b> | <b><u>3,628,318</u></b>     | <b><u>3,703,318</u></b>        | <b><u>3,703,318</u></b> |

### **SUMMARY BY FUND:**

|                    |                         |                         |                         |                         |                         |
|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL         | <u>3,322,585</u>        | <u>4,352,556</u>        | <u>3,628,318</u>        | <u>3,703,318</u>        | <u>3,703,318</u>        |
|                    | <u>          </u>       | <u>          </u>       | <u>          </u>       | <u>          </u>       | <u>          </u>       |
| <b>GRAND TOTAL</b> | <b><u>3,322,585</u></b> | <b><u>4,352,556</u></b> | <b><u>3,628,318</u></b> | <b><u>3,703,318</u></b> | <b><u>3,703,318</u></b> |

### **SUMMARY BY DIVISION:**

|                                |                         |                         |                         |                         |                         |
|--------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 161000 HEALTH DEPARTMENT       | 2,670,165               | 4,352,556               | 3,628,318               | 3,703,318               | 3,703,318               |
| 162000 COMMUNITY MENTAL HEALTH | 119,533                 | 0                       | 0                       | 0                       | 0                       |
| 165000 ADDICTION SERVICES      | 532,887                 | 0                       | 0                       | 0                       | 0                       |
|                                | <u>          </u>       | <u>          </u>       | <u>          </u>       | <u>          </u>       | <u>          </u>       |
| <b>GRAND TOTAL</b>             | <b><u>3,322,585</u></b> | <b><u>4,352,556</u></b> | <b><u>3,628,318</u></b> | <b><u>3,703,318</u></b> | <b><u>3,703,318</u></b> |

## HEALTH

### FINANCIAL NOTES:

| FY 16     | FY 17     | CHANGE | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                      |
|-----------|-----------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 34,924    | 34,924    | 0      | <u>PERSONAL SERVICES</u><br>Temporary Salaries - stipends for County Health Officer, Director of Administrative Services, and Emergency Preparedness Manager                                                                                                                          |
| 250,546   | 250,546   | 0      | <u>CONTRACTUAL SERVICES</u><br>Space and Real Estate Rental - funds reallocated from Payments to Other Government Agencies for proper accounting of rental expenses                                                                                                                   |
| 3,342,848 | 3,417,848 | 75,000 | <u>MISCELLANEOUS</u> increase \$75,000<br>Payments to the Health Department for Administrative expenses, Environmental Health expenses, Community Health expenses and Addiction expenses. Funds also provide for Behavioral Health Treatment Services and the Teen Diversion Program. |

**HEALTH DEPARTMENT**  
**General Health Services**  
**Index #161000**

**ORIGIN/PURPOSE:**

The General Health Services division is responsible for a wide spectrum of public preventative and regulatory health services. Using State, local and available grant funding sources, the division provides for integrated clinic and home visiting services to those who otherwise would not be able to secure necessary health services. Beginning in the 2001 Fiscal Year, additional funding from the Cigarette Restitution settlement became available for cancer and tobacco programs. In FY 2002, Federal funding for bioterrorism preparedness became available to the local Health Department. Due to tight fiscal conditions at both the local and state levels, Cigarette Restitution funding realized significant reductions in FY 2004 and again in FY 2005. Modest budget reductions were also realized in other programs in FY 2005. A full complement of environmental health services is provided through our Resource and Consumer Protection activities. These include: well and septic inspections and permits, plan reviews, on-site sanitary inspections, food facility inspections, complaint response and related solid waste and air quality regulatory functions.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 49,059                   | 35,424                   | 34,924                               | 34,924                                  | 34,924                   |
| 20 CONTRACTUAL SERVICES             | 236,049                  | 249,480                  | 250,546                              | 250,546                                 | 250,546                  |
| 70 MISCELLANEOUS                    | <u>2,385,057</u>         | <u>4,067,652</u>         | <u>3,342,848</u>                     | <u>3,417,848</u>                        | <u>3,417,848</u>         |
| <b>GRAND TOTAL</b>                  | <b><u>2,670,165</u></b>  | <b><u>4,352,556</u></b>  | <b><u>3,628,318</u></b>              | <b><u>3,703,318</u></b>                 | <b><u>3,703,318</u></b>  |

**FUNDING SOURCE:**

|            |                  |                  |                  |                  |                  |
|------------|------------------|------------------|------------------|------------------|------------------|
| 11 GENERAL | <u>2,670,165</u> | <u>4,352,556</u> | <u>3,628,318</u> | <u>3,703,318</u> | <u>3,703,318</u> |
|------------|------------------|------------------|------------------|------------------|------------------|

|                                                                                                              |
|--------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>HEALTH DEPARTMENT</b><br/> <b>General Health Services</b><br/> <b>Index #161000</b></p> |
|--------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| FY 16     | FY 17     | CHANGE | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                  |
|-----------|-----------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|           |           |        | <u>PERSONAL SERVICES</u>                                                                                                                                                                                                                          |
| 34,924    | 34,924    | 0      | Temporary Salaries - stipends for County Health Officer, Director of Administrative Services, and Emergency Preparedness Manager                                                                                                                  |
|           |           |        | <u>CONTRACTUAL SERVICES</u>                                                                                                                                                                                                                       |
| 250,546   | 250,546   | 0      | Space and Real Estate Rental - funds reallocated from Payments to Other Government Agencies for proper accounting of rental expenses                                                                                                              |
|           |           |        | <u>MISCELLANEOUS</u> increase \$75,000                                                                                                                                                                                                            |
| 3,342,848 | 3,417,848 | 75,000 | Payments to Other Government Agencies for Administrative, Environmental Health, Community Health and Addiction expenses. Contributions to supplement and enhance the Behavioral Health Treatment Services Program and the Teen Diversion Program. |



**DIVISION STAFF SUMMARY**  
**General Health Services**  
**Index #161000**

| POSITION TITLE                | ENACTED<br>FY 15 |                        | ENACTED<br>FY 16 |                      | ENACTED<br>FY 17 |                      |
|-------------------------------|------------------|------------------------|------------------|----------------------|------------------|----------------------|
|                               | POSITIONS        | SALARIES               | POSITIONS        | SALARIES             | POSITIONS        | SALARIES             |
| TEMPORARY SALARIES            |                  | <u>32,441</u>          |                  | <u>32,441</u>        |                  | <u>32,441</u>        |
| SALARY TOTAL                  |                  | <u><b>32,441</b></u>   |                  | <u><b>32,441</b></u> |                  | <u><b>32,441</b></u> |
| OTHER PERSONAL SERVICES       |                  |                        |                  |                      |                  |                      |
| FICA                          |                  | <u>2,483</u>           |                  | <u>2,483</u>         |                  | <u>2,483</u>         |
| TOTAL OTHER PERSONAL SERVICES |                  | <b>2,483</b>           |                  | <b>2,483</b>         |                  | <b>2,483</b>         |
| TOTAL PERSONAL SERVICES       |                  | <u><b>34,924 *</b></u> |                  | <u><b>34,924</b></u> |                  | <u><b>34,924</b></u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**HEALTH DEPARTMENT**  
**Community Mental Health**  
**Index #162000**

**ORIGIN/PURPOSE:**

The County Health Department continues to operate a Teen Diversion Program with Federal, State and Local funds for disturbed youth who would otherwise require costly residential care.

**ALL FUND SUMMARY:**

|                    | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | CHANGE<br>FY 17 VS FY 16 |
|--------------------|------------------|------------------|-----------------------------|--------------------------------|--------------------------|
| 70 MISCELLANEOUS   | 119,533          | 0                | 0                           | 0                              | 0                        |
| <b>GRAND TOTAL</b> | <b>119,533</b>   | <b>0</b>         | <b>0</b>                    | <b>0</b>                       | <b>0</b>                 |

**SUMMARY BY CHARACTER:**

**FUNDING SOURCE:**

11 GENERAL

|         |   |   |   |   |
|---------|---|---|---|---|
| 119,533 | 0 | 0 | 0 | 0 |
|---------|---|---|---|---|

**FINANCIAL NOTES:**

| FY 16 | FY 17 | CHANGE | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                      |
|-------|-------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 0     | 0     | 0      | <u>MISCELLANEOUS</u><br>Grants and Contributions - County share of mental health funding was reallocated to the General Division of The Health Department under Payments to Other Government Agencies |

**HEALTH DEPARTMENT**  
**Addictions Services**  
**Index #165000**

**ORIGIN/PURPOSE:**

The Division of Addiction Services (DAS) represents the County's contribution toward Alcoholism and Drug Abuse service within the County. More funding for these services are provided through a State and Federal Grant.

The DAS provides comprehensive outpatient treatment for alcohol and drug abusing individuals and their families. Services provided include group counseling, individual counseling, young adult group (18-25), women's only group, parent group and family education for adolescents and adults. The Drug Court Program, located in Bel Air, provides addiction services to court-referred adults.

**ALL FUND SUMMARY:**

|                    | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | CHANGE<br>FY 17 VS FY 16 |
|--------------------|------------------|------------------|-----------------------------|--------------------------------|--------------------------|
| 70 MISCELLANEOUS   | 532,887          | 0                | 0                           | 0                              | 0                        |
| <b>GRAND TOTAL</b> | <b>532,887</b>   | <b>0</b>         | <b>0</b>                    | <b>0</b>                       | <b>0</b>                 |

**SUMMARY BY CHARACTER:**

**FUNDING SOURCE:**

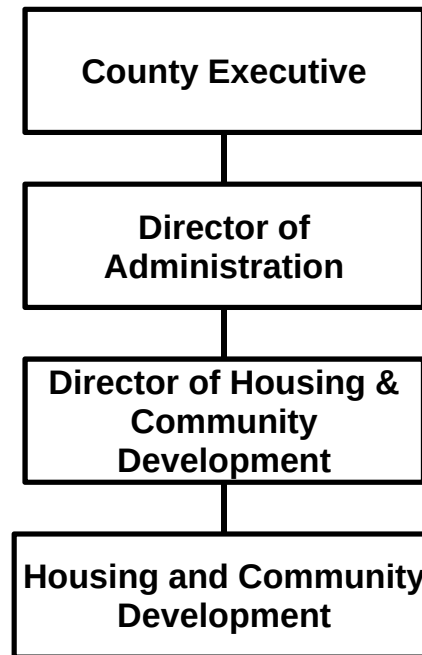
|            |         |   |   |   |   |
|------------|---------|---|---|---|---|
| 11 GENERAL | 532,887 | 0 | 0 | 0 | 0 |
|------------|---------|---|---|---|---|

**FINANCIAL NOTES:**

| FY 16 | FY 17 | CHANGE | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                            |
|-------|-------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 0     | 0     | 0      | <u>MISCELLANEOUS</u><br>Grants and Contributions - County share of Addictions Services funding was reallocated to the General Division of The Health Department under Payments to Other Government Agencies |

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# HOUSING & COMMUNITY DEVELOPMENT



## HOUSING & COMMUNITY DEVELOPMENT

### **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. Through Community Development, qualified organizations are assisted in delivering public service needs which may not be provided within County Government structure.

### **MISSION STATEMENT:**

THE DEPARTMENT OF HOUSING & COMMUNITY DEVELOPMENT STRIVES TO PROVIDE OPPORTUNITIES FOR ALL COUNTY RESIDENTS TO OBTAIN AND MAINTAIN SAFE, DECENT AND AFFORDABLE HOUSING AND TO DEVELOP VIABLE COMMUNITIES BY CREATING PARTNERSHIPS AND PROGRAMS THAT IMPROVE QUALITY OF LIFE FOR OUR CITIZENS.

### **FY 17 GOALS:**

TO EXPAND HOMEOWNERSHIP AND ECONOMIC OPPORTUNITIES FOR HARFORD COUNTY CITIZENS THROUGH ADMINISTRATION OF DOWN PAYMENT AND ASSISTANCE PROGRAMS, HOMEOWNER AND RENTAL ASSISTANCE COUNSELING

TO PROVIDE SAFE AND SANITARY HOUSING FOR LOW-MODERATE INCOME HOUSEHOLDS, THE ELDERLY AND SPECIAL NEEDS POPULATIONS

TO ENHANCE THE ABILITY OF PUBLIC AND PRIVATE SECTOR ORGANIZATIONS THAT PROVIDE HOMELESS PREVENTION SERVICES TO LOW-MODERATE INCOME CITIZENS

TO PROMOTE AFFORDABLE HOUSING OPPORTUNITIES FOR LOW-MODERATE INCOME HOUSEHOLDS, THE ELDERLY AND DISABLED AND TO CREATE VIABLE COMMUNITIES BY CREATING PARTNERSHIP AND PROGRAMS THAT IMPROVE THE QUALITY OF LIFE FOR OUR CITIZENS

### **ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 467,504          | 414,240          | 629,678                     | 611,390                        | 611,390          |
| 20 CONTRACTUAL SERVICES             | 7,458            | 8,713            | 17,200                      | 18,820                         | 18,820           |
| 30 SUPPLIES AND MATERIALS           | 15,477           | 14,027           | 17,500                      | 10,880                         | 10,880           |
| 40 BUSINESS AND TRAVEL              | 4,116            | 4,653            | 4,400                       | 9,400                          | 9,400            |
| 70 MISCELLANEOUS                    | 50,000           | 50,000           | 607,569                     | 713,997                        | 713,997          |
| <b>GRAND TOTAL</b>                  | <b>544,555</b>   | <b>491,633</b>   | <b>1,276,347</b>            | <b>1,364,487</b>               | <b>1,364,487</b> |

### **SUMMARY BY FUND:**

|                    |                |                |                  |                  |                  |
|--------------------|----------------|----------------|------------------|------------------|------------------|
| 11 GENERAL         | 544,555        | 491,633        | 1,276,347        | 1,364,487        | 1,364,487        |
| <b>GRAND TOTAL</b> | <b>544,555</b> | <b>491,633</b> | <b>1,276,347</b> | <b>1,364,487</b> | <b>1,364,487</b> |

## HOUSING & COMMUNITY DEVELOPMENT

### FINANCIAL NOTES:

| FY 16   | FY 17   | CHANGE   | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                     |
|---------|---------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 629,678 | 611,390 | (18,288) | <u>PERSONAL SERVICES</u> decrease (\$18,288)<br>Decrease is the net result of (1) abolished Grants Specialist I position offset by the FY 17 Merit salary increase of 3% and PEHP (Post Employment Health Plan)                                      |
| 17,200  | 18,820  | 1,620    | <u>CONTRACTUAL SERVICES</u> increase \$1,620<br>Increase is the net result of office equipment due to a third copier lease and other advertising offset by telephone service and other professional services                                         |
| 17,500  | 10,880  | (6,620)  | <u>SUPPLIES AND MATERIALS</u> decrease (\$6,620)<br>Decrease is the net result of general office supplies and general office mailing offset by printing commercial and ice and bottled water                                                         |
| 4,400   | 9,400   | 5,000    | <u>BUSINESS AND TRAVEL</u> increase \$5,000<br>Increase is the net result of county owned vehicles, fuel charges, parking tolls, membership fees & dues and training seminars                                                                        |
| 607,569 | 713,997 | 106,428  | <u>MISCELLANEOUS</u> increase \$106,428<br>Increase is the net result of 2 grants transferred in from Community Services and funding added for abolished Grants Specialist which is now partially grant funded and several new grant in aid programs |

**DEPARTMENT STAFF SUMMARY**  
**HOUSING AGENCY**  
**Index # 171000**

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Accountant I                         | 1.00             | 39,900           | 0.00             | 0              | 0.00             | 0              |
| Accounting Clerk II                  | 1.00             | 34,967           | 0.00             | 0              | 0.00             | 0              |
| Accounting Technician I              | 0.00             | 0                | 0.00             | 0              | 1.00             | 39,449         |
| Accounting Technician II             | 0.00             | 0                | 1.00             | 40,900         | 0.00             | 0 A            |
| Administrative Assistant II          | 1.00             | 48,596           | 1.00             | 49,596         | 1.00             | 51,084         |
| Administrative Budget Technician II  | 0.00             | 0                | 1.00             | 52,514         | 1.00             | 56,794         |
| Administrative Secretary I           | 1.00             | 38,792           | 1.00             | 52,000         | 1.00             | 53,560         |
| Grants Specialist I                  | 0.00             | 0                | 2.00             | 53,926         | 0.00             | 0 B            |
| Housing Inspector                    | 1.00             | 44,752           | 1.00             | 45,752         | 1.00             | 47,125         |
| Housing Services Counselor           | 2.00             | 93,341           | 2.00             | 95,521         | 3.00             | 144,891        |
| <b>FULL-TIME SALARIES</b>            | 7.00             | 300,348          | 9.00             | 390,209        | 8.00             | 392,903        |
| <b>SALARY OFFSET</b>                 |                  | (20,000)         |                  | 0              |                  | 0              |
| <b>TOTAL FULL-TIME SALARIES</b>      | <b>7.00</b>      | <b>280,348</b>   | <b>9.00</b>      | <b>390,209</b> | <b>8.00</b>      | <b>392,903</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension & Retirement                 |                  | 30,035           |                  | 42,871         |                  | 39,290         |
| Workers' Compensation                |                  | 1,778            |                  | 1,508          |                  | 1,694          |
| Health Benefits                      |                  | 83,611           |                  | 156,514        |                  | 135,082        |
| PEHP                                 |                  | 4,432            |                  | 4,520          |                  | 11,244         |
| FICA                                 |                  | 22,977           |                  | 32,796         |                  | 30,057         |
| Miscellaneous                        |                  | 980              |                  | 1,260          |                  | 1,120          |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>143,813</b>   |                  | <b>239,469</b> |                  | <b>218,487</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>7.00</b>      | <b>424,161 *</b> | <b>9.00</b>      | <b>629,678</b> | <b>8.00</b>      | <b>611,390</b> |

\* FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Accounting Technician II position now an Accounting Technician I - # 0132

B - One (1) vacant Grants Specialist I position abolished - # 1956

One (1) Grants Specialist I position upgraded to Housing Services Counselor - # 1971



### Harford County Housing Agency - Anticipated FY17 Grants

| TITLE OF GRANT               | GRANT PURPOSE                                                                                                                                                                                                                                                                                                               | Source of Anticipated Funding |          |       |              | Grant Dates       | Recurring or One Time |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------|-------|--------------|-------------------|-----------------------|
|                              |                                                                                                                                                                                                                                                                                                                             | Federal                       | State    | Other | County Match |                   |                       |
| Housing Choice Voucher       | This grant provides for subsidized rental housing to eligible families.                                                                                                                                                                                                                                                     | \$6,900,000                   |          |       |              | 1/1/17 - 12/31/17 | Recurring             |
| Housing Counselor            | This grant provides housing and reverse mortgage counselor services.                                                                                                                                                                                                                                                        |                               | \$36,916 |       |              | 7/1/16 - 6/30/17  | Recurring             |
| Rental Assistance Program    | This grant provides funds for temporary (12 months) rental subsidy to eligible families with critical housing needs. Families assisted must demonstrate ability to become self-sufficient within the 12 month period.                                                                                                       |                               | \$40,000 |       |              | 10/1/16 - 9/30/17 | Recurring             |
| Section 8 Mainstream Program | This grant provides financial assistance for housing to nonelderly, disabled individuals/families.                                                                                                                                                                                                                          | \$570,936                     |          |       |              | 1/1/17 - 12/31/17 | Recurring             |
| VASH                         | This grant combines Housing Choice Voucher (HCV) rental assistance for homeless Veterans with case management and clinical services provided by the Department of Veterans Affairs (VA).                                                                                                                                    | \$105,966                     |          |       |              | 10/1/16 - 9/30/17 | Recurring             |
| FSS                          | The Family Self-Sufficiency (FSS) program enables families assisted through the Housing Choice Voucher (HCV) program opportunities for education, job training, counseling and other forms of social service assistance, while living in assisted housing, so they can obtain skills necessary to achieve self-sufficiency. | \$27,883                      |          |       |              | 1/1/17 - 12/31/17 | Recurring             |
| HOPWA                        | This grant provides funds for subsidized housing to individuals/families with specific disabilities.                                                                                                                                                                                                                        | \$155,924                     |          |       |              | 7/1/16 - 6/30/17  | Recurring             |
| Housing Choice Voucher Admin | This grant provides for the administration costs associated with providing subsidized rental housing to eligible families.                                                                                                                                                                                                  | \$612,000                     |          |       |              | 1/1/17 - 12/31/17 | Recurring             |

## Harford County Housing Agency - Anticipated FY17 Grants

| TITLE OF GRANT                                                                           | GRANT PURPOSE                                                                                                                                                                                | Source of Anticipated Funding |                  |             |                 | Grant Dates       | Recurring or One Time |
|------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------------|-------------|-----------------|-------------------|-----------------------|
|                                                                                          |                                                                                                                                                                                              | Federal                       | State            | Other       | County Match    |                   |                       |
| Service-Linked Housing                                                                   | Grant funds the salary of a case manager employed by Inner County Outreach.                                                                                                                  |                               | \$17,242         |             |                 | 7/1/16 - 6/30/17  | Recurring             |
| Homeless Women's Crisis Shelter Home Program                                             | Grant funds the salary of a case manager employed by SARC.                                                                                                                                   |                               | \$66,944         |             |                 | 7/1/16 - 6/30/17  | Recurring             |
| Supportive Housing Grant                                                                 | The Supportive Housing grants are a "pass through" grant for temporary and permanent housing expenses including leasing, operating costs, and supportive services.                           | \$629,977                     |                  |             |                 | 10/1/16 - 9/30/17 | Recurring             |
| Community Development Block Grant                                                        | Grant funds benefit low to moderate income population eliminating slum and blight, and meets urgent community development needs.                                                             | \$955,510                     |                  |             |                 | 7/1/16 - 6/30/17  | Recurring             |
| Home Investment Partnership                                                              | Grant funds allow for the expanding the supply of decent and affordable housing in Harford County.                                                                                           | \$305,512                     |                  |             | \$86,274        | 7/1/16 - 6/30/17  | Recurring             |
| Emergency and Transitional Housing Services (ETHS) and Homeless Prevention Program (HPP) | Grant funds assist homeless persons/families and those at risk of becoming homeless with shelter and supportive services, both in emergency and transitional shelters.                       |                               | \$54,338         |             |                 | 7/1/16 - 6/30/17  | Recurring             |
| Homeless Prevention Program                                                              | This program provides non-monetary assistance to households with a pending eviction, and in some jurisdictions, support counselors who work with tenants and landlords to prevent evictions. |                               | \$19,734         |             |                 | 7/1/16 - 6/30/17  | Recurring             |
| Emergency Solutions Grant                                                                | Grant funds emergency services for homeless people, including shelter and supportive services and transitional shelters.                                                                     | \$70,125                      |                  |             |                 | 10/1/16 - 9/30/17 | Recurring             |
| <b>TOTALS</b>                                                                            | <b>TOTALS:</b>                                                                                                                                                                               | <b>\$10,333,833</b>           | <b>\$235,174</b> | <b>\$ -</b> | <b>\$86,274</b> |                   |                       |

# HOUSING & COMMUNITY DEVELOPMENT OBJECTIVES & PERFORMANCE MEASURES

## **Department Goal**

To promote affordable housing opportunities for low-income households, the elderly and disabled, and to create viable communities by creating partnerships and programs that improve quality of life for residents of Harford County.

## **Department Objective**

To prevent foreclosures and increase homeownership.

To eliminate homelessness.

To wisely allocate tax dollars to coordinate public and private resources that enhance the quality of life in Harford County.

To provide operating support to local non-profits that administer homeless prevention programs and assist in enhancing home ownership opportunities.

## **County Goal(s) Supported**

I. Fiscal Balance and Efficiency

II. Investing in Our Workforce

III. Strengthen Our Communities

V. Building Economic Vitality

| Measure                                                                      | Actual 2013  | Actual 2014  | Actual 2015  | Budget 2016  | Estimate 2017 |
|------------------------------------------------------------------------------|--------------|--------------|--------------|--------------|---------------|
| <b><u>Input:</u></b>                                                         |              |              |              |              |               |
| Dollars allocated                                                            | \$13,326,368 | \$12,120,146 | \$11,963,360 | \$12,044,974 | \$13,756,048  |
| Number of staff                                                              | 21           | 21           | 18           | 20           | 22            |
| <b><u>Output:</u></b>                                                        |              |              |              |              |               |
| Housing assistance payment monies distributed                                | \$7,584,663  | \$7,587,435  | \$8,025,933  | \$7,988,638  | \$8,313,974   |
| Community Development grant monies distributed to local organizations        | \$3,091,661  | \$3,075,162  | \$3,019,022  | \$3,021,067  | \$3,311,949   |
| Number of projects and organizations served                                  | 299          | 265          | 191          | 265          | 270           |
| Number of training classes, workshops, counseling sessions                   | 109          | 185          | 178          | 200          | 725           |
| <b><u>Efficiency:</u></b>                                                    |              |              |              |              |               |
| Number of Housing Vouchers Distributes (average per month)                   | 1,020        | 1,033        | 1,078        | 1,052        | 1,090         |
| <b><u>Service Quality:</u></b>                                               |              |              |              |              |               |
| Results of participant surveys                                               | Excellent    | Excellent    | Excellent    | Excellent    | Excellent     |
| <b><u>Outcome:</u></b>                                                       |              |              |              |              |               |
| Number of housing assistance payments made                                   | 12,241       | 12,397       | 12,938       | 12,624       | 13,080        |
| Number of families who avoided foreclosure and/or prepared for homeownership | 147          | 240          | 239          | 430          | 450           |
| Number of homeless individuals who received shelter                          | 494          | 468          | 806          | 600          | 850           |
| Number of individuals who received homeless prevention services              | n/a          | 17,595       | 23,356       | 19,000       | 24,000        |

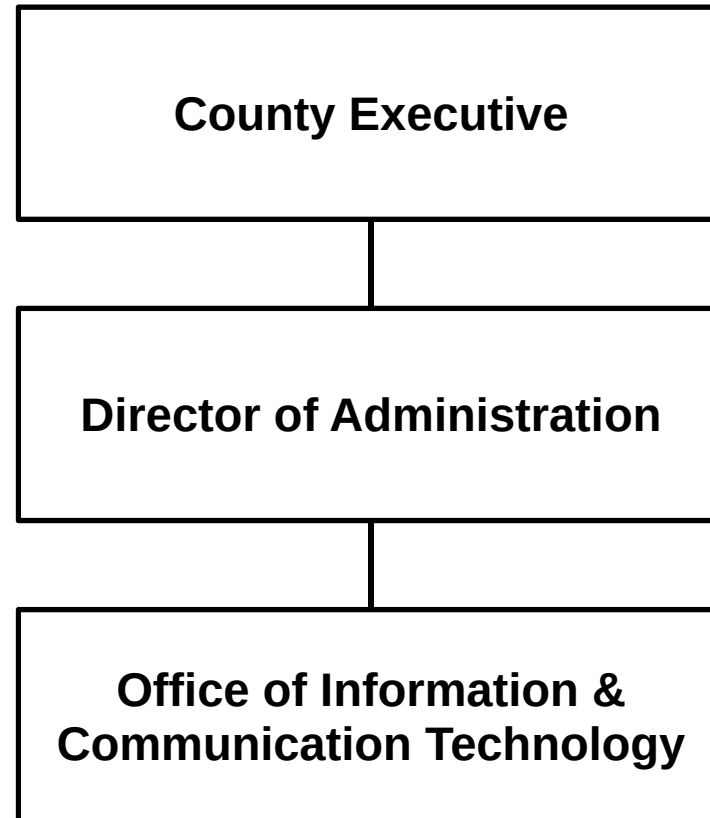
## **Explanation and Analysis of Performance Measures**

In 2015 the Harford County Department of Community Development merged with the Harford County Agency to become the Harford County Department of Housing & Community Development.

The Department will double the number of first time home buyer workshops offered in FY 2016 due to increased demand.

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# **INFORMATION & COMMUNICATION TECHNOLOGY**



## INFORMATION AND COMMUNICATION TECHNOLOGY

### **ORIGIN/PURPOSE:**

The Office of Information and Communication Technology was created by Executive Order under Article XXXVIB. The Office is administered by the Director of Information and Communication Technology, who reports directly to the County Executive.

The Office of Information and Communication Technology is responsible for the coordination, control and oversight of the advancement of technology operations, services and other support options to ensure the success of County operations, missions, and strategic goals. The Office fosters a consultative partnership between County government departments and agencies, and provides technological support in a responsive, effective and efficient manner.

### **MISSION:**

THE OFFICE OF INFORMATION AND COMMUNICATION TECHNOLOGY TEAM DELIVERS INNOVATIVE TECHNOLOGY SERVICES AND ELECTRONIC PROCESS EXPERTISE TO HARFORD COUNTY, ENABLING EFFICIENT USAGE OF COUNTY GOVERNMENT RESOURCES AND ULTIMATELY SUPPORTING QUALITY OF LIFE FOR COUNTY RESIDENTS.

### **FY 17 GOALS:**

TO IDENTIFY EFFICIENCIES WITHIN OPERATIONS AND MAKING RECOMMENDATIONS TO STREAMLINE PROCESSES AND REDUCE COSTS

TO IMPROVE CITIZEN ENGAGEMENT AND CUSTOMER SERVICE BY MAXIMIZING THE USE OF TECHNOLOGY

TO ENHANCE EMPLOYEE PRODUCTIVITY BY MAINTAINING AND UPGRADING TECHNOLOGY IN THE WORKPLACE

TO BUILD STRONG WORKING RELATIONSHIPS BY PROVIDING EMPLOYEES WITH TIMELY AND TRANSPARENT COMMUNICATIONS

# INFORMATION AND COMMUNICATION TECHNOLOGY

## ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 2,652,923        | 2,656,045        | 2,174,011                   | 2,260,527                      | 2,260,527        |
| 20 CONTRACTUAL SERVICES             | 3,081,516        | 3,718,300        | 4,438,811                   | 4,823,622                      | 4,823,622        |
| 30 SUPPLIES AND MATERIALS           | 85,741           | 135,924          | 135,400                     | 135,400                        | 135,400          |
| 40 BUSINESS AND TRAVEL              | 43,379           | 43,696           | 53,455                      | 53,455                         | 53,455           |
| 50 CAPITAL OUTLAY                   | 0                | 0                | 0                           | 0                              | 0                |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 124              | 183              | 1,000                       | 1,000                          | 1,000            |
| <b>GRAND TOTAL</b>                  | <b>5,863,683</b> | <b>6,554,148</b> | <b>6,802,677</b>            | <b>7,274,004</b>               | <b>7,274,004</b> |
| <b><u>SUMMARY BY FUND:</u></b>      |                  |                  |                             |                                |                  |
| 11 GENERAL                          | 5,863,683        | 6,554,148        | 6,802,677                   | 7,274,004                      | 7,274,004        |
| <b>GRAND TOTAL</b>                  | <b>5,863,683</b> | <b>6,554,148</b> | <b>6,802,677</b>            | <b>7,274,004</b>               | <b>7,274,004</b> |
| <b><u>SUMMARY BY DIVISION:</u></b>  |                  |                  |                             |                                |                  |
| 181000 INFORMATION & COMM. TECH     | 5,863,683        | 6,554,148        | 6,802,677                   | 7,274,004                      | 7,274,004        |
| <b>GRAND TOTAL</b>                  | <b>5,863,683</b> | <b>6,554,148</b> | <b>6,802,677</b>            | <b>7,274,004</b>               | <b>7,274,004</b> |

|                                                                       |
|-----------------------------------------------------------------------|
| <p align="center"><b>INFORMATION AND COMMUNICATION TECHNOLOGY</b></p> |
|-----------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                            |
|--------------|--------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2,174,011    | 2,260,527    | 86,516        | <p><u>PERSONAL SERVICES</u> increase \$86,516</p> <p>Increase is the net result of the FY 17 Merit salary increase, salary adjustments, FY 16 offset, and workers' compensation offset by pension, health benefits and PEHP (Post Employment Health Plan)</p>                      |
| 4,438,811    | 4,823,622    | 384,811       | <p><u>CONTRACTUAL SERVICES</u> increase \$384,811</p> <p>Increase is the net result of telephone service, internet line service, other professional services, data processing hardware and data processing software offset by office equipment based on actual expense history</p> |



**DEPARTMENT STAFF SUMMARY**  
**INFORMATION AND COMMUNICATION TECHNOLOGY**  
Index #181000

| POSITION TITLE                      | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                     | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Administrative Budget Technician II | 1.00             | 52,000           | 1.00             | 53,000           | 1.00             | 54,590           |
| Administrative Secretary III        | 1.00             | 52,000           | 1.00             | 51,000           | 1.00             | 52,530           |
| Computer Operator                   | 1.00             | 37,000           | 1.00             | 38,000           | 1.00             | 39,140           |
| Computer System Engineer I          | 3.00             | 138,761          | 3.00             | 141,761          | 0.00             | 0                |
| Computer System Engineer II         | 5.00             | 245,364          | 5.00             | 201,021          | 6.00             | 313,062 A        |
| Computer System Engineer III        | 0.00             | 0                | 0.00             | 0                | 0.00             | 0                |
| Computer System Engineer IV         | 2.00             | 130,488          | 2.00             | 132,488          | 2.00             | 136,463          |
| Director of ICT                     | 1.00             | 115,370          | 1.00             | 120,000          | 1.00             | 121,000          |
| GIS Coordinator                     | 0.00             | 0                | 0.00             | 0                | 1.00             | 81,903 B         |
| Programmer Analyst I                | 5.00             | 284,895          | 4.00             | 288,895          | 4.00             | 297,562          |
| Programmer Analyst II               | 5.00             | 415,946          | 5.00             | 420,946          | 5.00             | 433,574          |
| Senior Computer Operator            | 1.00             | 58,608           | 1.00             | 59,608           | 1.00             | 61,396           |
| Telecommunication Engineer II       | 1.00             | 53,274           | 0.00             | 0                | 0.00             | 0                |
| Telecommunication Specialist I      | 1.00             | 52,800           | 0.00             | 0                | 0.00             | 0                |
| Web Administrator                   | 1.00             | 81,684           | 0.00             | 0                | 0.00             | 0                |
| Web Designer                        | 1.00             | 59,727           | 0.00             | 0                | 0.00             | 0                |
| <b>SALARY SUB-TOTAL</b>             | <b>29.00</b>     | <b>1,777,917</b> | <b>24.00</b>     | <b>1,506,719</b> | <b>23.00</b>     | <b>1,591,220</b> |
| <b>SALARY OFFSET</b>                |                  | <b>0</b>         |                  | <b>(27,029)</b>  |                  | <b>0</b>         |
| <b>SALARY TOTAL</b>                 | <b>29.00</b>     | <b>1,777,917</b> | <b>24.00</b>     | <b>1,479,690</b> | <b>23.00</b>     | <b>1,591,220</b> |

**DEPARTMENT STAFF SUMMARY**  
**INFORMATION AND COMMUNICATION TECHNOLOGY**  
**Index #181000**

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                 |                  | 177,792            |                  | 144,239          |                  | 152,495          |
| Workers' Compensation                |                  | 10,524             |                  | 3,572            |                  | 7,043            |
| Health Benefits                      |                  | 349,996            |                  | 281,015          |                  | 280,570          |
| PEHP                                 |                  | 53,184             |                  | 53,184           |                  | 37,480           |
| Overtime and Shift Differential      |                  | 62,300             |                  | 62,300           |                  | 62,300           |
| FICA                                 |                  | 140,601            |                  | 119,762          |                  | 126,339          |
| Miscellaneous                        |                  | 3,920              |                  | 3,220            |                  | 3,080            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>798,317</b>     |                  | <b>667,292</b>   |                  | <b>669,307</b>   |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>29.00</b>     | <b>2,576,234 *</b> | <b>24.00</b>     | <b>2,174,011</b> | <b>23.00</b>     | <b>2,260,527</b> |

\* FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) unfunded Computer System Engineer II abolished #2694; and three (3) Computer System Engineer I reclassified to Computer System Engineer II #0456, #2610, #3587

B - One (1) GIS Coordinator transferred from Planning and Zoning - #1963

## 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**

I. Fiscal Balance and Efficiency

| Measure                                                                                        | Actual 2013 | Actual 2014   | Actual 2015   | Budget 2016   | Estimate 2017 |
|------------------------------------------------------------------------------------------------|-------------|---------------|---------------|---------------|---------------|
| <b><u>Input:</u></b>                                                                           |             |               |               |               |               |
| Dollars allocated                                                                              | \$4,122,488 | \$5,825,138   | \$6,483,966   | \$6,609,541   | \$7,274,004   |
| Number of staff                                                                                | 27          | 29            | 29            | 24            | 23            |
| <b><u>Output:</u></b>                                                                          |             |               |               |               |               |
| *Computers maintained                                                                          | 873         | 873           | 1,023         | 994           | 1,000         |
| **Software Maintained                                                                          |             |               |               |               |               |
| Financial (W&S Mainframe VSAM, TAXNET, CORE, ADPICS, FAMIS, Cyborg)                            | 7           | 7             | 7             | 7             | 7             |
| Departmental (ISIS, City Works, Heat)                                                          | 3           | 3             | 3             | 3             | 3             |
| Backoffice (Microsoft Server, SQL Server, Sharpoint, Exchange, Laserfiche)                     | 5           | 5             | 5             | 5             | 5             |
| <b><u>Efficiency:</u></b>                                                                      |             |               |               |               |               |
| Average age of computers maintained                                                            | 2.3         | 2.5           | 1.9           | 2.1           | 2.7           |
| Average age of financial software maintained                                                   | 18.1        | 5.6           | 16.1          | 20.0          | 21.0          |
| Average age of departmental software maintained                                                | 15.0        | 7.7           | 1.7           | 2.3           | 2.3           |
| Average age of backoffice software maintained                                                  | 3.4         | 3.9           | 5.0           | 5.4           | 4.4           |
| <b><u>Service Quality:</u></b>                                                                 |             |               |               |               |               |
| Evaluating the current hardware and software throughout the County to develop a plan to update | N/A         | Excellent     | Excellent     | Excellent     | Excellent     |
| <b><u>Outcome:</u></b>                                                                         |             |               |               |               |               |
| Improve the age and stability of County supported technology                                   | N/A         | Goal Achieved | Goal Achieved | Goal Achieved | Goal Achieved |

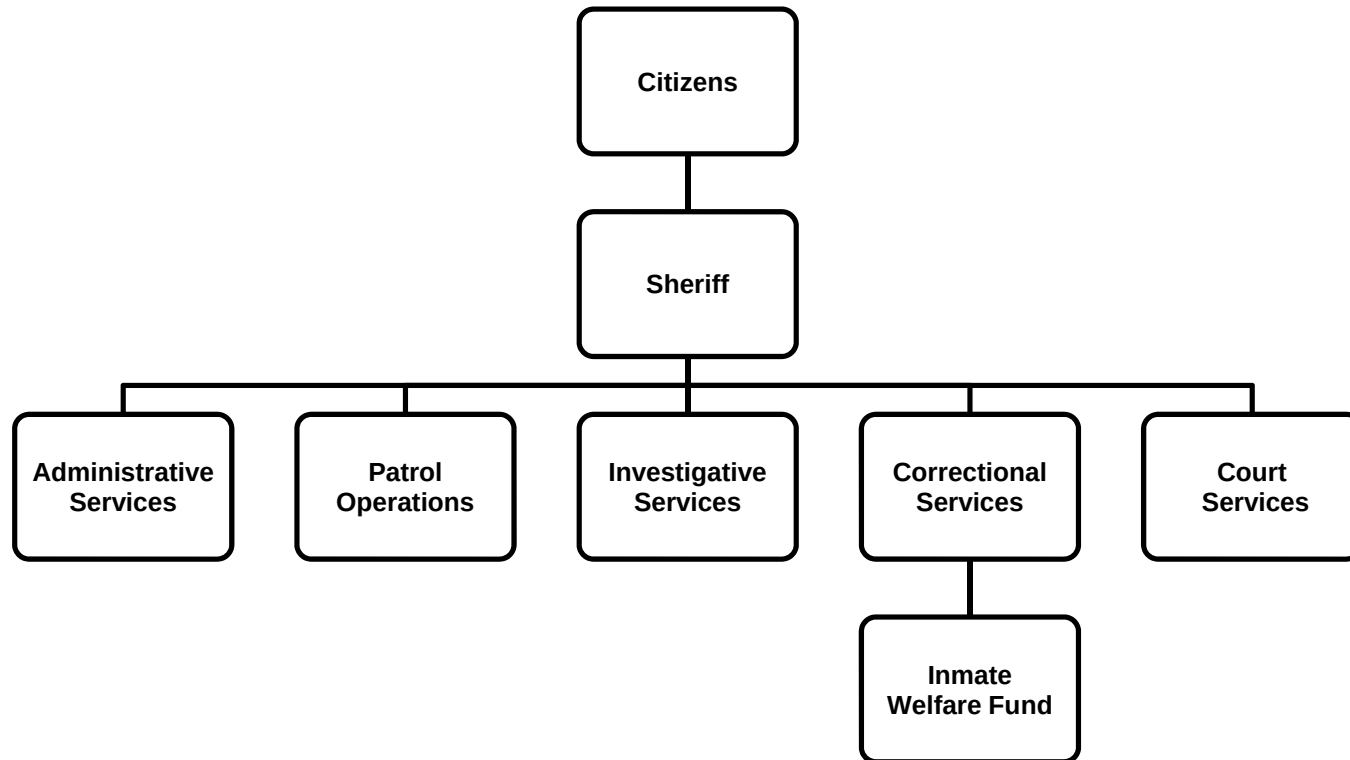
### **Explanation and Analysis of Performance Measures**

\*In order to maintain a level of stability and dependability with IT equipment our goal is to maintain an average equipment age not to exceed 3 years old.

\*\*The goal is to replace aging software with newer technology and increase the stability and functionality of this software. We have started this process for the Harford County ERP software selection.

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# SHERIFF'S OFFICE



## SHERIFF'S OFFICE

### **ORIGIN/PURPOSE:**

The Harford County Sheriff's Office is dedicated to the protection of life and property, arrest and confinement of offenders, court security and service of process, and preservation of the public peace. The Sheriff's Office is directed by a Sheriff who is elected to office every four years by the voters of Harford County in accordance with Article IV, Section 44, of the Constitution of the State of Maryland. The Sheriff's Office is divided into five major components: Administrative Services, Patrol Operations, Investigative Services, Correctional Services and Court Services.

### **MISSION STATEMENT:**

TO MAKE HARFORD COUNTY A PLACE WHICH IS SAFE AND SECURE TO LIVE, WORK AND VISIT

### **FY 2017 GOALS:**

TO ENSURE THAT AGENCY STAFFING IS ADEQUATE TO MEET CURRENT AND FUTURE SERVICE DEMANDS AND MANDATES IN A  
TIMELY AND EFFICIENT MANNER

TO ENHANCE THE SAFETY OF FAMILIES THROUGH THE MONITORING OF CONVICTED SEX OFFENDERS

# SHERIFF'S OFFICE

## ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14  | AUDITED<br>FY 15  | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17  |
|-------------------------------------|-------------------|-------------------|-----------------------------|--------------------------------|-------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                   |                   |                             |                                |                   |
| 10 PERSONAL SERVICES                | 56,667,555        | 58,138,752        | 58,513,046                  | 60,862,908                     | 60,862,908        |
| 20 CONTRACTUAL SERVICES             | 6,627,381         | 5,860,409         | 6,940,846                   | 7,213,139                      | 7,213,139         |
| 30 SUPPLIES AND MATERIALS           | 2,342,636         | 2,588,180         | 2,556,167                   | 2,642,168                      | 2,642,168         |
| 40 BUSINESS AND TRAVEL              | 2,117,144         | 1,998,272         | 2,260,185                   | 2,185,329                      | 2,185,329         |
| 50 CAPITAL OUTLAY                   | 1,817,070         | 2,068,860         | 231,500                     | 267,400                        | 267,400           |
| 70 MISCELLANEOUS                    | 391,210           | 389,769           | 387,934                     | 1,379,609                      | 1,379,609         |
| 80 INTERGOVERNMENTAL/INTERFUND      | 53                | 86                | 0                           | 0                              | 0                 |
| <b>GRAND TOTAL</b>                  | <b>69,963,049</b> | <b>71,044,328</b> | <b>70,889,678</b>           | <b>74,550,553</b>              | <b>74,550,553</b> |

## **SUMMARY BY FUND:**

|                    |                   |                   |                   |                   |                   |
|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 11 GENERAL         | 69,963,049        | 71,044,328        | 70,889,678        | 74,550,553        | 74,550,553        |
| <b>GRAND TOTAL</b> | <b>69,963,049</b> | <b>71,044,328</b> | <b>70,889,678</b> | <b>74,550,553</b> | <b>74,550,553</b> |

## **SUMMARY BY DIVISION:**

|                    |                            |                   |                   |                   |                   |                   |
|--------------------|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 211100             | ADMINISTRATION AND SUPPORT | 8,218,904         | 7,853,481         | 7,302,671         | 10,580,960        | 10,580,960        |
| 211200             | PATROL OPERATIONS          | 26,129,480        | 26,809,668        | 26,607,456        | 25,412,291        | 25,412,291        |
| 211300             | INVESTIGATIVE SERVICES     | 8,324,854         | 8,016,299         | 7,713,524         | 7,880,580         | 7,880,580         |
| 212000             | CORRECTIONAL SERVICES      | 21,342,550        | 22,182,358        | 22,637,148        | 23,124,533        | 23,124,533        |
| 212100             | COMMISSARY ACCOUNT         | 461,870           | 545,239           | 798,308           | 910,361           | 910,361           |
| 213000             | COURT SERVICES             | 5,485,391         | 5,637,283         | 5,830,571         | 6,641,828         | 6,641,828         |
| <b>GRAND TOTAL</b> |                            | <b>69,963,049</b> | <b>71,044,328</b> | <b>70,889,678</b> | <b>74,550,553</b> | <b>74,550,553</b> |

## SUMMARY OF GRANT BUDGETS

331,609

## SHERIFF'S OFFICE

### FINANCIAL NOTES:

| FY 16      | FY 17      | CHANGE    | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------|------------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 58,513,046 | 60,862,908 | 2,349,862 | <p><u>PERSONAL SERVICES</u> increase \$2,349,862</p> <p>Increase is the net result of FY 17 merit salary increase, increases in overtime and shift differential based on actual expense history, increase in temporary salaries for security personnel, and adjustments to health benefits, workers' compensation, FICA, and other health insurance, partially offset by staff turnover and transfers between divisions within the Sheriff's Office.</p>                                                                                                                                                                                                                                              |
| 6,940,846  | 7,213,139  | 272,293   | <p><u>CONTRACTUAL SERVICES</u> increase \$272,293</p> <p>Increase is the net result of increases in data processing software based on actual expense history and new contracts for GIS, Adobe, and security software, adjustments to unemployment and Other Insurance based on Treasury's estimates, new funding for behavioral health and substance abuse services at the Detention Center, and increases in County Facility Repair and Operating Equipment based on actual expense history, partially offset by decreases in Telephone Service due to HMAN savings, and Office Equipment, Security Systems, and Other Contractual Services due to reduced contracts and actual expense history.</p> |
| 2,556,167  | 2,642,168  | 86,001    | <p><u>SUPPLIES &amp; MATERIALS</u> increase \$86,001</p> <p>Increase is the net result of a new Aramark food service contract for Correctional Services and increases in Weapons &amp; Ammunition, General Office Supplies, Paper Supplies, Building Supplies, and Safety Equipment based on actual expense history, partially offset by a decrease in Janitorial Supplies and Uniforms based on actual expense history.</p>                                                                                                                                                                                                                                                                          |
| 2,260,185  | 2,185,329  | (74,856)  | <p><u>BUSINESS &amp; TRAVEL</u> decrease (\$74,856)</p> <p>Decrease is due to reductions in Fuel Charges based on actual expense history.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 231,500    | 267,400    | 35,900    | <p><u>EQUIPMENT</u> increase \$35,900</p> <p>Increase is the net result of Police Car Packages for 30 replacement vehicles, partially offset by a decrease due to a one-time expenditure in FY16 for Animal Control.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 387,934    | 1,379,609  | 991,675   | <p><u>MISCELLANEOUS</u> increase \$991,675</p> <p>Increase is the result of funding provided per the County Executive for supplemental salary increases for DFCs (6%), Senior DFCs (6%), and Corporals (3%), as well as an increase in the county's match of a child support enforcement grant.</p>                                                                                                                                                                                                                                                                                                                                                                                                   |



**DEPARTMENT STAFF SUMMARY  
SHERIFF'S OFFICE**

| POSITION TITLE                    | ENACTED<br>FY 15 |           | ENACTED<br>FY 16 |           | ENACTED<br>FY 17 |           |
|-----------------------------------|------------------|-----------|------------------|-----------|------------------|-----------|
|                                   | POSITIONS        | SALARIES  | POSITIONS        | SALARIES  | POSITIONS        | SALARIES  |
| Sheriff                           | 1.00             | 108,577   | 1.00             | 117,665   | 1.00             | 117,635   |
| Chief Deputy                      | 1.00             | 134,472   | 1.00             | 130,562   | 1.00             | 134,479   |
| Major                             | 4.00             | 475,654   | 3.00             | 356,658   | 2.00             | 252,032   |
| Captain                           | 9.00             | 925,684   | 9.00             | 919,936   | 9.00             | 957,265   |
| Lieutenant                        | 12.00            | 1,086,241 | 12.00            | 1,090,254 | 12.00            | 1,106,765 |
| Sergeant                          | 34.00            | 2,787,529 | 33.00            | 2,712,640 | 33.00            | 2,710,520 |
| Corporal                          | 29.00            | 2,089,630 | 30.00            | 2,184,900 | 30.00            | 2,186,119 |
| Sr. Deputy First Class            | 85.00            | 5,841,352 | 93.00            | 6,351,787 | 88.00            | 5,956,043 |
| Deputy First Class                | 107.00           | 5,790,618 | 95.00            | 5,197,304 | 92.00            | 5,174,186 |
| Deputy                            | 5.00             | 242,945   | 9.00             | 433,566   | 18.00            | 893,517   |
| Major - Corrections               | 1.00             | 107,786   | 1.00             | 95,763    | 1.00             | 98,636    |
| Captain - Corrections             | 2.00             | 166,442   | 2.00             | 168,442   | 2.00             | 173,534   |
| Lieutenant - Corrections          | 8.00             | 587,476   | 7.00             | 511,837   | 8.00             | 595,501   |
| Sergeant - Corrections            | 12.00            | 791,858   | 13.00            | 849,599   | 13.00            | 831,790   |
| Corporal - Corrections            | 14.00            | 760,117   | 14.00            | 753,465   | 14.00            | 790,933   |
| Sr. Deputy - Corrections          | 0.00             | 0         | 30.00            | 1,821,980 | 34.00            | 2,054,333 |
| Officer First Class               | 81.00            | 4,054,904 | 56.00            | 2,642,176 | 53.00            | 2,537,714 |
| Officer                           | 23.00            | 975,543   | 18.00            | 770,544   | 16.00            | 705,789   |
| Warden                            | 1.00             | 117,541   | 1.00             | 117,541   | 1.00             | 121,067   |
| Budget Manager                    | 1.00             | 89,045    | 1.00             | 90,045    | 1.00             | 92,766    |
| Budget Technician                 | 0.00             | 0         | 0.00             | 0         | 2.00             | 112,326   |
| Computer Manager                  | 1.00             | 70,304    | 1.00             | 71,304    | 1.00             | 73,463    |
| Public Information Officer        | 1.00             | 74,568    | 1.00             | 71,304    | 1.00             | 73,463    |
| Human Resources Manager           | 1.00             | 83,928    | 1.00             | 84,928    | 1.00             | 87,495    |
| Computer Forensics Examiner       | 1.00             | 68,474    | 1.00             | 69,474    | 1.00             | 71,578    |
| Classification Supervisor         | 1.00             | 68,619    | 1.00             | 69,619    | 1.00             | 71,727    |
| Corrections Records Administrator | 1.00             | 84,386    | 1.00             | 85,386    | 1.00             | 87,967    |
| Information Technology Specialist | 1.00             | 72,800    | 1.00             | 73,800    | 1.00             | 76,034    |
| Crime Analysis Manager            | 1.00             | 64,688    | 1.00             | 65,688    | 1.00             | 67,678    |
| Law Enforcement Records Manager   | 1.00             | 86,944    | 1.00             | 87,944    | 1.00             | 90,602    |
| Special Projects Coordinator      | 1.00             | 43,347    | 1.00             | 44,347    | 1.00             | 45,697    |
| Human Resources Specialist        | 1.00             | 54,933    | 1.00             | 59,926    | 1.00             | 61,744    |
| Planning and Research Specialist  | 1.00             | 46,509    | 0.00             | 0         | 0.00             | 0         |

**DEPARTMENT STAFF SUMMARY  
SHERIFF'S OFFICE**

| POSITION TITLE                         | ENACTED<br>FY 15 |          | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|----------------------------------------|------------------|----------|------------------|----------|------------------|----------|
|                                        | POSITIONS        | SALARIES | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| Public Information Specialist          | 1.00             | 47,694   | 1.00             | 48,694   | 1.00             | 50,175   |
| Quartermaster Fleet Manager            | 1.00             | 66,019   | 1.00             | 67,019   | 1.00             | 69,049   |
| Training Manager                       | 1.00             | 83,928   | 1.00             | 84,928   | 1.00             | 87,495   |
| Standards/Accreditation Manager        | 1.00             | 67,995   | 1.00             | 68,995   | 1.00             | 71,084   |
| Applicant Investigator                 | 2.00             | 112,778  | 2.00             | 114,778  | 2.00             | 114,961  |
| Law Enforcement Analyst                | 3.00             | 152,527  | 3.00             | 155,527  | 3.00             | 160,253  |
| Pre-Trial Services Coordinator         | 2.00             | 94,432   | 2.00             | 96,432   | 2.00             | 97,908   |
| Sex Offender Verification Investigator | 1.00             | 50,835   | 1.00             | 51,835   | 2.00             | 102,363  |
| Classification Counselor               | 3.00             | 130,041  | 3.00             | 133,041  | 3.00             | 137,091  |
| Community Services Coordinator         | 1.00             | 43,347   | 1.00             | 44,347   | 1.00             | 51,310   |
| Computer Resources Technician          | 2.00             | 118,893  | 2.00             | 120,893  | 2.00             | 124,559  |
| Electronic Services Technician         | 1.00             | 50,253   | 1.00             | 51,253   | 1.00             | 52,810   |
| Electronic Surveillance Technician     | 1.00             | 58,261   | 1.00             | 59,261   | 1.00             | 61,058   |
| Financial Investigator                 | 1.00             | 51,771   | 1.00             | 52,771   | 1.00             | 54,374   |
| Fleet Technician                       | 1.00             | 53,331   | 1.00             | 54,331   | 1.00             | 55,981   |
| Grant Fiscal Technician                | 1.00             | 63,669   | 1.00             | 64,669   | 0.00             | 0        |
| Property Manager                       | 1.00             | 67,538   | 1.00             | 68,538   | 1.00             | 70,614   |
| TRAC Coordinator                       | 1.00             | 50,253   | 1.00             | 51,253   | 1.00             | 52,810   |
| Victims' Services Coordinator          | 1.00             | 43,347   | 1.00             | 44,347   | 1.00             | 45,697   |
| Commissary Coordinator                 | 1.00             | 40,976   | 1.00             | 41,976   | 1.00             | 43,255   |
| Corrections Quartermaster              | 1.00             | 56,701   | 1.00             | 57,701   | 1.00             | 59,452   |
| Corrections Records Supervisor         | 1.00             | 62,878   | 1.00             | 63,878   | 1.00             | 65,815   |
| Law Enforcement Records Supervisor     | 4.00             | 195,208  | 3.00             | 144,752  | 3.00             | 149,153  |
| Program Coordinator                    | 1.00             | 44,762   | 1.00             | 45,762   | 1.00             | 43,255   |
| Executive Office Manager               | 1.00             | 46,134   | 1.00             | 58,616   | 1.00             | 60,394   |
| Maintenance Officer                    | 3.00             | 139,984  | 3.00             | 142,984  | 3.00             | 147,332  |
| Accounting Clerk                       | 1.00             | 38,750   | 1.00             | 39,750   | 0.00             | 0        |
| Administrative Support Technician      | 5.00             | 271,357  | 5.00             | 265,707  | 5.00             | 257,860  |
| Corrections Records Technician II      | 3.00             | 125,153  | 4.00             | 171,481  | 2.00             | 94,480   |
| Law Enforcement Records Technician II  | 25.00            | 981,262  | 23.00            | 927,510  | 21.00            | 870,090  |
| Inmate Property Coordinator            | 1.00             | 47,382   | 1.00             | 48,382   | 1.00             | 49,854   |
| Property Management Assistant          | 1.00             | 35,256   | 1.00             | 38,627   | 1.00             | 39,805   |
| Corrections Records Technician I       | 1.00             | 30,472   | 0.00             | 0        | 2.00             | 64,871   |

**DEPARTMENT STAFF SUMMARY  
SHERIFF'S OFFICE**

| POSITION TITLE                         | ENACTED<br>FY 15 |                   | ENACTED<br>FY 16 |                   | ENACTED<br>FY 17 |                   |
|----------------------------------------|------------------|-------------------|------------------|-------------------|------------------|-------------------|
|                                        | POSITIONS        | SALARIES          | POSITIONS        | SALARIES          | POSITIONS        | SALARIES          |
| Law Enforcement Training Coordinator   | 1.00             | 47,694            | 1.00             | 48,694            | 1.00             | 50,175            |
| Quartermaster Fleet Assistant          | 1.00             | 42,099            | 1.00             | 45,907            | 1.00             | 47,304            |
| Corrections Records Clerk              | 2.00             | 79,581            | 2.00             | 81,581            | 2.00             | 84,068            |
| Law Enforcement Records Technician I   | 0.00             | 0                 | 2.00             | 62,944            | 3.00             | 97,307            |
| School Crossing Guard                  | 1.00             | 30,472            | 1.00             | 31,472            | 1.00             | 32,436            |
| Community & Legislative Liaison        | 0.00             | 0                 | 1.00             | 84,928            | 1.00             | 87,495            |
| Criminal Intelligence Analysis Manager | 0.00             | 0                 | 1.00             | 71,512            | 1.00             | 73,677            |
| Security Systems Administrator         | 0.00             | 0                 | 1.00             | 57,576            | 1.00             | 57,630            |
| Animal Control Clerk                   | 0.00             | 0                 | 1.00             | 31,472            | 1.00             | 32,436            |
| Animal Control Manager                 | 0.00             | 0                 | 1.00             | 65,542            | 1.00             | 58,402            |
| Animal Control Officer I               | 0.00             | 0                 | 1.00             | 38,523            | 1.00             | 39,698            |
| Animal Control Officer II              | 0.00             | 0                 | 4.00             | 178,304           | 4.00             | 208,262           |
| <b>FULL-TIME SALARIES</b>              | 522.00           | 31,675,947        | 529.00           | 32,378,877        | 529.00           | 32,684,496        |
| <b>SALARY OFFSET</b>                   |                  | (467,002)         |                  | (728,502)         |                  | (484,805)         |
| <b>TOTAL FULL-TIME SALARIES</b>        | 522.00           | 31,208,945        | 529.00           | 31,650,375        | 529.00           | 32,199,691        |
| <b>PART-TIME SALARIES</b>              |                  |                   |                  |                   |                  |                   |
| School Crossing Guard                  | 6.35             | 193,497           | 6.35             | 199,847           | 6.35             | 205,967           |
| <b>SALARY OFFSET</b>                   |                  | 0                 |                  | (3,175)           |                  | 0                 |
| <b>TOTAL PART-TIME SALARIES</b>        | 6.35             | 193,497           | 6.35             | 196,672           | 6.35             | 205,967           |
| <b>TEMPORARY SALARIES</b>              |                  | 1,517,141         |                  | 1,939,786         |                  | 2,039,125         |
| <b>SALARY TOTAL</b>                    | <b>528.35</b>    | <b>32,919,583</b> | <b>535.35</b>    | <b>33,786,833</b> | <b>535.35</b>    | <b>34,444,783</b> |

**DEPARTMENT STAFF SUMMARY  
SHERIFF'S OFFICE**

| POSITION TITLE                       | ENACTED<br>FY 15 |                     | ENACTED<br>FY 16 |                   | ENACTED<br>FY 17 |                   |
|--------------------------------------|------------------|---------------------|------------------|-------------------|------------------|-------------------|
|                                      | POSITIONS        | SALARIES            | POSITIONS        | SALARIES          | POSITIONS        | SALARIES          |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                     |                  |                   |                  |                   |
| Pension & Retirement                 |                  | 8,725,795           |                  | 9,083,815         |                  | 9,391,483         |
| Workers' Compensation                |                  | 749,331             |                  | 563,710           |                  | 870,989           |
| Health Benefits                      |                  | 7,140,840           |                  | 7,281,941         |                  | 7,888,100         |
| Overtime and Shift Differential      |                  | 4,216,026           |                  | 4,579,128         |                  | 4,920,796         |
| FICA                                 |                  | 2,838,553           |                  | 2,893,599         |                  | 3,009,477         |
| Miscellaneous                        |                  | 316,780             |                  | 324,020           |                  | 337,280           |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>23,987,325</b>   |                  | <b>24,726,213</b> |                  | <b>26,418,125</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>528.35</b>    | <b>56,906,908 *</b> | <b>535.35</b>    | <b>58,513,046</b> | <b>535.35</b>    | <b>60,862,908</b> |

\* FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**SHERIFF'S OFFICE**  
**Administrative Services**  
**Index #211100**

**ORIGIN/PURPOSE:**

The Administrative Services Division provides financial, managerial, and technical support to all the divisions of the agency. Responsibilities include oversight of budget development and monitoring, planning and research, crime analysis, record management, employee training, quartermaster/fleet management, computer operations, and property management. The Administrative Services Division is comprised of non-enforcement units that are tasked with providing administrative, financial, managerial, and technical support to all divisions of the agency.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 6,081,722                | 6,015,488                | 5,661,207                            | 8,868,017                               | 8,868,017                |
| 20 CONTRACTUAL SERVICES             | 1,079,413                | 1,062,718                | 1,215,840                            | 1,235,939                               | 1,235,939                |
| 30 SUPPLIES AND MATERIALS           | 119,813                  | 126,734                  | 108,557                              | 169,342                                 | 169,342                  |
| 40 BUSINESS AND TRAVEL              | 318,050                  | 303,275                  | 311,067                              | 299,662                                 | 299,662                  |
| 50 CAPITAL OUTLAY                   | 610,629                  | 337,363                  | 0                                    | 0                                       | 0                        |
| 70 MISCELLANEOUS                    | 9,277                    | 7,903                    | 6,000                                | 8,000                                   | 8,000                    |
|                                     | <u>          </u>        | <u>          </u>        | <u>          </u>                    | <u>          </u>                       | <u>          </u>        |
| <b>GRAND TOTAL</b>                  | <b><u>8,218,904</u></b>  | <b><u>7,853,481</u></b>  | <b><u>7,302,671</u></b>              | <b><u>10,580,960</u></b>                | <b><u>10,580,960</u></b> |

**FUNDING SOURCE:**

|            |                  |                  |                  |                   |                   |
|------------|------------------|------------------|------------------|-------------------|-------------------|
| 11 GENERAL | <u>8,218,904</u> | <u>7,853,481</u> | <u>7,302,671</u> | <u>10,580,960</u> | <u>10,580,960</u> |
|------------|------------------|------------------|------------------|-------------------|-------------------|

**SHERIFF'S OFFICE**  
**Administrative Services**  
**Index #211100**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
|--------------|--------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5,661,207    | 8,868,017    | 3,206,810     | <p><u>PERSONAL SERVICES</u> increase \$3,206,810</p> <p>Increase is the result of the FY 17 Merit Salary Increase, the net transfer of 29.35 full-time equivalent positions in from other divisions of the Sheriff's Office, the transfer of Temporary Salaries for School Crossing Guards in from Patrol Operations, salary adjustments, salary offset for FY16 merit increase, the reallocation of reimbursible overtime for accounting purposes, and adjustments to pension, health benefits, workers' compensation, and FICA, partially offset by staff turnover.</p> |
| 1,215,840    | 1,235,939    | 20,099        | <p><u>CONTRACTUAL SERVICES</u> increase \$20,099</p> <p>Increase is the net result of new and increased expenses in data processing software, an increase in Space and Real Estate Rental due to the transfer of expense for Youth Academy from Patrol Operations, and increases in Operating Equipment and Data Processing Hardware based on actual expense history, partially offset by a decrease in Telephone and Internet Line Services due to savings realized from the Harford Metro Area Network (HMAN).</p>                                                      |
| 108,557      | 169,342      | 60,785        | <p><u>SUPPLIES &amp; MATERIALS</u> increase \$60,785</p> <p>Increase is the net result of an increase in General Office Supplies, Meals, and Other Supplies &amp; Materials for expenses transferred from Patrol Operations, partially offset by a decrease in Uniform Purchases due to a one-time expense in FY 16.</p>                                                                                                                                                                                                                                                  |
| 311,067      | 299,662      | (11,405)      | <p><u>BUSINESS &amp; TRAVEL</u> decrease (\$11,405)</p> <p>Decrease in Fuel Charges based on actual expense history</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 6,000        | 8,000        | 2,000         | <p><u>MISCELLANEOUS</u> increase \$2,000</p> <p>Increase in Service Awards expense expected due to anticipated retirements</p>                                                                                                                                                                                                                                                                                                                                                                                                                                            |

# DIVISION STAFF SUMMARY

Administration

Index #211100

| POSITION TITLE                    | ENACTED<br>FY 15 |          | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|-----------------------------------|------------------|----------|------------------|----------|------------------|----------|
|                                   | POSITIONS        | SALARIES | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| Sheriff                           | 1.00             | 108,577  | 1.00             | 117,665  | 1.00             | 117,635  |
| Chief Deputy                      | 1.00             | 134,472  | 1.00             | 130,562  | 1.00             | 134,479  |
| Major                             | 2.00             | 227,281  | 1.00             | 122,346  | 1.00             | 126,016  |
| Captain                           | 3.00             | 302,349  | 3.00             | 305,349  | 3.00             | 314,397  |
| Lieutenant                        | 0.00             | 0        | 0.00             | 0        | 1.00             | 90,838   |
| Sergeant                          | 2.00             | 162,781  | 2.00             | 160,038  | 3.00             | 251,004  |
| Corporal                          | 1.00             | 67,621   | 1.00             | 68,621   | 2.00             | 139,363  |
| Deputy First Class                | 0.00             | 0        | 0.00             | 0        | 2.00             | 120,254  |
| Sr. Deputy First Class            | 3.00             | 222,768  | 2.00             | 150,512  | 12.00            | 825,723  |
| School Crossing Guard             | 0.00             | 0        | 0.00             | 0        | 1.00             | 32,436   |
| Animal Control Manager            | 0.00             | 0        | 0.00             | 0        | 1.00             | 58,402 A |
| Animal Control Clerk              | 0.00             | 0        | 0.00             | 0        | 1.00             | 32,436   |
| Animal Control Officer I          | 0.00             | 0        | 0.00             | 0        | 1.00             | 39,698   |
| Animal Control Officer II         | 0.00             | 0        | 0.00             | 0        | 4.00             | 208,262  |
| Budget Manager                    | 1.00             | 89,045   | 1.00             | 90,045   | 1.00             | 92,766   |
| Budget Technician                 | 0.00             | 0        | 0.00             | 0        | 2.00             | 112,326  |
| Computer Manager                  | 1.00             | 70,304   | 1.00             | 71,304   | 1.00             | 73,463   |
| Public Information Officer        | 1.00             | 74,568   | 1.00             | 71,304   | 1.00             | 73,463   |
| Human Resources Manager           | 1.00             | 83,928   | 1.00             | 84,928   | 1.00             | 87,495   |
| Information Technology Specialist | 1.00             | 72,800   | 1.00             | 73,800   | 1.00             | 76,034   |
| Crime Analysis Manager            | 1.00             | 64,688   | 1.00             | 65,688   | 1.00             | 67,678   |
| Law Enforcement Records Manager   | 1.00             | 86,944   | 1.00             | 87,944   | 1.00             | 90,602   |
| Human Resources Specialist        | 1.00             | 54,933   | 1.00             | 59,926   | 1.00             | 61,744   |
| Planning and Research Specialist  | 1.00             | 46,509   | 0.00             | 0        | 0.00             | 0        |
| Public Information Specialist     | 1.00             | 47,694   | 1.00             | 48,694   | 1.00             | 50,175   |
| Quartermaster Fleet Manager       | 1.00             | 66,019   | 1.00             | 67,019   | 1.00             | 69,049   |
| Training Manager                  | 1.00             | 83,928   | 1.00             | 84,928   | 1.00             | 87,495   |
| Applicant Investigator            | 2.00             | 112,778  | 2.00             | 114,778  | 2.00             | 114,961  |
| Law Enforcement Analyst           | 2.00             | 103,189  | 3.00             | 155,527  | 3.00             | 160,253  |

# DIVISION STAFF SUMMARY

Administration

Index #211100

| POSITION TITLE                         | ENACTED<br>FY 15 |           | ENACTED<br>FY 16 |           | ENACTED<br>FY 17 |           |
|----------------------------------------|------------------|-----------|------------------|-----------|------------------|-----------|
|                                        | POSITIONS        | SALARIES  | POSITIONS        | SALARIES  | POSITIONS        | SALARIES  |
| Computer Resources Technician          | 2.00             | 118,893   | 2.00             | 120,893   | 2.00             | 124,559   |
| Fleet Technician                       | 1.00             | 53,331    | 1.00             | 54,331    | 1.00             | 55,981    |
| Grant Fiscal Technician                | 1.00             | 63,669    | 1.00             | 64,669    | 0.00             | 0         |
| Property Manager                       | 1.00             | 67,538    | 1.00             | 68,538    | 1.00             | 70,614    |
| Law Enforcement Records Supervisor     | 4.00             | 195,208   | 3.00             | 144,752   | 3.00             | 149,153   |
| Executive Office Manager               | 1.00             | 46,134    | 1.00             | 58,616    | 1.00             | 60,394    |
| Accounting Clerk                       | 1.00             | 38,750    | 1.00             | 39,750    | 0.00             | 0         |
| Electronic Services Technician         | 1.00             | 50,253    | 1.00             | 51,253    | 1.00             | 52,810    |
| Law Enforcement Training Coordinator   | 1.00             | 47,694    | 1.00             | 48,694    | 1.00             | 50,175    |
| Administrative Support Technician      | 1.00             | 56,930    | 1.00             | 47,280    | 1.00             | 48,718    |
| Law Enforcement Records Technician II  | 18.00            | 697,237   | 16.00            | 636,485   | 15.00            | 616,174   |
| Property Management Assistant          | 1.00             | 35,256    | 1.00             | 38,627    | 1.00             | 39,805    |
| Quartermaster Fleet Assistant          | 1.00             | 42,099    | 1.00             | 45,907    | 1.00             | 47,304    |
| Law Enforcement Records Technician I   | 0.00             | 0         | 2.00             | 62,944    | 3.00             | 97,307    |
| Community & Legislative Liaison        | 0.00             | 0         | 1.00             | 84,928    | 1.00             | 87,495    |
| Criminal Intelligence Analysis Manager | 0.00             | 0         | 1.00             | 71,512    | 1.00             | 73,677    |
| Security Systems Administrator         | 0.00             | 0         | 1.00             | 57,576    | 1.00             | 57,630    |
| <b>SUB-TOTAL FULL-TIME SALARIES</b>    | 63.00            | 3,796,168 | 63.00            | 3,827,733 | 86.00            | 5,340,243 |
| <b>SALARY OFFSET</b>                   |                  | 0         |                  | (30,000)  |                  | 0 B       |
| <b>TOTAL FULL-TIME SALARIES</b>        | 63.00            | 3,796,168 | 63.00            | 3,797,733 | 86.00            | 5,340,243 |
| <b>PART-TIME SALARIES</b>              |                  |           |                  |           |                  |           |
| School Crossing Guard                  | 0.00             | 0         | 0.00             | 0         | 6.35             | 205,967 C |
| <b>TEMPORARY SALARIES</b>              |                  | 183,725   |                  | 152,235   |                  | 235,847   |
| <b>SALARY TOTAL</b>                    | 63.00            | 3,979,893 | 63.00            | 3,949,968 | 92.35            | 5,782,057 |



# DIVISION STAFF SUMMARY

Administration

Index #211100

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                 |                  | 522,019            |                  | 454,876          |                  | 973,741          |
| Workers' Compensation                |                  | 46,763             |                  | 30,181           |                  | 88,311           |
| Health Benefits                      |                  | 728,186            |                  | 669,029          |                  | 1,194,707        |
| Overtime and Shift Differential      |                  | 222,970            |                  | 222,970          |                  | 322,032          |
| FICA                                 |                  | 320,434            |                  | 318,243          |                  | 465,509          |
| Miscellaneous                        |                  | 17,680             |                  | 15,940           |                  | 41,660           |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>1,858,052</b>   |                  | <b>1,711,239</b> |                  | <b>3,085,960</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>63.00</b>     | <b>5,837,945 *</b> | <b>63.00</b>     | <b>5,661,207</b> | <b>92.35</b>     | <b>8,868,017</b> |

**\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts**

A - Animal Control transferred from Patrol Operations

B - FY 16 Merit Salary Increase - Funding was provided for the equivalent of \$500 per employee with encouragement to agency leadership to provide matching funds

C - School Crossing Guards transferred from Patrol Operations

**SHERIFF'S OFFICE**  
**Patrol Operations**  
**Index #211200**

**ORIGIN/PURPOSE:**

The Patrol Operations Division responds to calls for service, enforces law, prevents crime, and apprehends violators. To perform these functions, deputies are assigned to three shifts that patrol ten sections within Harford County.

Additionally, to assist in achieving its mission, this Division has 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:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 23,043,570               | 23,346,020               | 24,354,689                           | 22,093,084                              | 22,093,084               |
| 20 CONTRACTUAL SERVICES             | 883,947                  | 335,028                  | 380,426                              | 552,906                                 | 552,906                  |
| 30 SUPPLIES AND MATERIALS           | 536,804                  | 579,273                  | 491,692                              | 451,857                                 | 451,857                  |
| 40 BUSINESS AND TRAVEL              | 1,113,754                | 1,034,044                | 1,196,249                            | 1,129,544                               | 1,129,544                |
| 50 CAPITAL OUTLAY                   | 551,352                  | 1,515,217                | 184,000                              | 219,900                                 | 219,900                  |
| 70 MISCELLANEOUS                    | 0                        | 0                        | 400                                  | 965,000                                 | 965,000                  |
| 80 INTERGOVERNMENTAL/INTERFUND      | 53                       | 86                       | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>26,129,480</b>        | <b>26,809,668</b>        | <b>26,607,456</b>                    | <b>25,412,291</b>                       | <b>25,412,291</b>        |

**FUNDING SOURCE:**

|            |                   |                   |                   |                   |                   |
|------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 11 GENERAL | <b>26,129,480</b> | <b>26,809,668</b> | <b>26,607,456</b> | <b>25,412,291</b> | <b>25,412,291</b> |
|------------|-------------------|-------------------|-------------------|-------------------|-------------------|

**SHERIFF'S OFFICE**  
**Patrol Operation**  
**Index #211200**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--------------|--------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 24,354,689   | 22,093,084   | (2,261,605)   | <p><u>PERSONAL SERVICES</u> decrease (\$2,261,605)</p> <p>Decrease is the net result of full-time, part-time, and temporary position transfers between divisions of the Sheriff's Office and staff turnover, partially offset by the FY 17 Merit Salary Increase, salary adjustments, an increase in Overtime due to a reallocation of reimbursable overtime for accounting purposes, a salary offset for the FY 16 Merit Salary Increase, an allocation of funds in Other Health Insurance for eligible beneficiaries of fallen deputies, and adjustments to pension, workers' compensation, health benefits, and FICA.</p> |
| 380,426      | 552,906      | 172,480       | <p><u>CONTRACTUAL SERVICES</u> increase \$172,480</p> <p>Increase is the net result of an increase in Other Insurance per Treasury's recommendation, partially offset by decreases in Office Equipment, Vehicle &amp; Operating Equipment, and Other Operating Equipment due to new contracts and actual expense history, decreases in Telephone and Internet Line Services due to cost savings from HMAN (Harford Metro Area Network), and a decrease in Data Processing Software Maintenance due to a one-time expense in FY 16.</p>                                                                                       |
| 491,692      | 451,857      | (39,835)      | <p><u>SUPPLIES AND MATERIALS</u> decrease (\$39,835)</p> <p>Decrease in General Office Supplies and Other Supplies &amp; Materials based on actual expense history and transfers of functions to other divisions, partially offset by an increase in Weapons &amp; Ammunition based on actual expense history.</p>                                                                                                                                                                                                                                                                                                           |
| 1,196,249    | 1,129,544    | (66,705)      | <p><u>BUSINESS AND TRAVEL</u> decrease (\$66,705)</p> <p>Decrease in Fuel Charges based on actual expense history</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 184,000      | 219,900      | 35,900        | <p><u>EQUIPMENT</u> increase \$35,900</p> <p>Increase for police car packages for replacement vehicles, partially offset by a one-time expense for Animal Control in FY 16</p>                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 400          | 965,000      | 964,600       | <p><u>MISCELLANEOUS</u> increase \$964,600</p> <p>Increase for supplemental salary increases for DFCs (6%), Senior DFCs (6%), and Corporals (3%)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

**DIVISION STAFF SUMMARY**  
**Patrol Operations**  
**Index #211200**

| POSITION TITLE                        | ENACTED<br>FY 15 |                   | ENACTED<br>FY 16 |                   | ENACTED<br>FY 17 |                   |
|---------------------------------------|------------------|-------------------|------------------|-------------------|------------------|-------------------|
|                                       | POSITIONS        | SALARIES          | POSITIONS        | SALARIES          | POSITIONS        | SALARIES          |
| Major                                 | 1.00             | 122,346           | 2.00             | 234,312           | 1.00             | 126,016           |
| Captain                               | 3.00             | 320,986           | 3.00             | 315,083           | 3.00             | 315,124           |
| Lieutenant                            | 8.00             | 726,816           | 8.00             | 729,699           | 7.00             | 649,748           |
| Sergeant                              | 22.00            | 1,791,211         | 21.00            | 1,717,759         | 20.00            | 1,627,558         |
| Corporal                              | 17.00            | 1,210,560         | 18.00            | 1,279,187         | 16.00            | 1,141,766         |
| Sr. Deputy First Class                | 52.00            | 3,534,898         | 62.00            | 4,184,478         | 48.00            | 3,199,438         |
| Deputy First Class                    | 86.00            | 4,606,598         | 70.00            | 3,760,878         | 67.00            | 3,685,060         |
| Deputy                                | 5.00             | 242,945           | 9.00             | 433,566           | 18.00            | 893,517           |
| Administrative Support Technician     | 2.00             | 108,992           | 2.00             | 110,992           | 2.00             | 114,362           |
| Law Enforcement Records Technician II | 1.00             | 34,424            | 1.00             | 35,424            | 1.00             | 36,506            |
| School Crossing Guard                 | 1.00             | 30,472            | 1.00             | 31,472            | 0.00             | 0                 |
| Animal Control Clerk                  | 0.00             | 0                 | 1.00             | 31,472            | 0.00             | 0                 |
| Animal Control Manager                | 0.00             | 0                 | 1.00             | 65,542            | 0.00             | 0                 |
| Animal Control Officer I              | 0.00             | 0                 | 1.00             | 38,523            | 0.00             | 0                 |
| Animal Control Officer II             | 0.00             | 0                 | 4.00             | 178,304           | 0.00             | 0                 |
| <b>SUB-TOTAL FULL-TIME SALARIES</b>   | 198.00           | 12,730,248        | 204.00           | 13,146,691        | 183.00           | 11,789,095        |
| <b>SALARY OFFSET</b>                  |                  | 0                 |                  | (97,500)          |                  | 0 A               |
| <b>TOTAL FULL-TIME SALARIES</b>       | 198.00           | 12,730,248        | 204.00           | 13,049,191        | 183.00           | 11,789,095        |
| <b>PART-TIME SALARIES</b>             |                  |                   |                  |                   |                  |                   |
| School Crossing Guard                 | 6.35             | 193,497           | 6.35             | 199,847           | 0.00             | 0                 |
| <b>SALARY OFFSET</b>                  |                  | 0                 |                  | (3,175)           |                  | 0                 |
| <b>TOTAL PART-TIME SALARIES</b>       | 6.35             | 193,497           | 6.35             | 196,672           | 0.00             | 0                 |
| <b>TEMPORARY SALARIES</b>             |                  | 265,234           |                  | 606,931           |                  | 227,347           |
| <b>SALARY TOTAL</b>                   | <b>204.35</b>    | <b>13,188,979</b> | <b>210.35</b>    | <b>13,852,794</b> | <b>183.00</b>    | <b>12,016,442</b> |

# DIVISION STAFF SUMMARY

## Patrol Operations

Index #211200

| POSITION TITLE                       | ENACTED<br>FY 15 |                     | ENACTED<br>FY 16 |                   | ENACTED<br>FY 17 |                   |
|--------------------------------------|------------------|---------------------|------------------|-------------------|------------------|-------------------|
|                                      | POSITIONS        | SALARIES            | POSITIONS        | SALARIES          | POSITIONS        | SALARIES          |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                     |                  |                   |                  |                   |
| Pension & Retirement                 |                  | 3,773,513           |                  | 4,108,772         |                  | 3,848,506         |
| Workers' Compensation                |                  | 339,055             |                  | 259,679           |                  | 355,477           |
| Health Benefits                      |                  | 3,032,101           |                  | 3,177,464         |                  | 2,855,292         |
| Overtime and Shift Differential      |                  | 1,554,000           |                  | 1,665,870         |                  | 1,840,342         |
| FICA                                 |                  | 1,127,505           |                  | 1,146,770         |                  | 1,059,685         |
| Miscellaneous                        |                  | 136,680             |                  | 143,340           |                  | 117,340           |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>9,962,854</b>    |                  | <b>10,501,895</b> |                  | <b>10,076,642</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>204.35</b>    | <b>23,151,833 *</b> | <b>210.35</b>    | <b>24,354,689</b> | <b>183.00</b>    | <b>22,093,084</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

A - FY 16 Merit Salary Increase - Funding was provided for the equivalent of \$500 per employee with encouragement to agency leadership to provide matching funds

**SHERIFF'S OFFICE**  
**Investigative Services**  
**Index #211300**

**ORIGIN/PURPOSE:**

The Investigative Services Bureau is responsible for the in-depth investigation of designated serious crimes, drug offenses, and homeland security issues reported to the Sheriff's Office. To accomplish its mission, the Bureau is divided into two divisions: Criminal Investigation and Special Investigation.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 6,917,116                | 6,891,919                | 6,652,629                            | 6,797,627                               | 6,797,627                |
| 20 CONTRACTUAL SERVICES             | 604,335                  | 558,779                  | 546,191                              | 561,648                                 | 561,648                  |
| 30 SUPPLIES AND MATERIALS           | 49,645                   | 56,888                   | 46,505                               | 51,556                                  | 51,556                   |
| 40 BUSINESS AND TRAVEL              | 356,279                  | 345,394                  | 393,199                              | 394,749                                 | 394,749                  |
| 50 CAPITAL OUTLAY                   | 332,479                  | 88,319                   | 0                                    | 0                                       | 0                        |
| 70 MISCELLANEOUS                    | 65,000                   | 75,000                   | 75,000                               | 75,000                                  | 75,000                   |
| <b>GRAND TOTAL</b>                  | <b>8,324,854</b>         | <b>8,016,299</b>         | <b>7,713,524</b>                     | <b>7,880,580</b>                        | <b>7,880,580</b>         |

**FUNDING SOURCE:**

|            |                  |                  |                  |                  |                  |
|------------|------------------|------------------|------------------|------------------|------------------|
| 11 GENERAL | <b>8,324,854</b> | <b>8,016,299</b> | <b>7,713,524</b> | <b>7,880,580</b> | <b>7,880,580</b> |
|------------|------------------|------------------|------------------|------------------|------------------|

**SHERIFF'S OFFICE**  
**Investigative Services**  
**Index #211300**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------|--------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6,652,629    | 6,797,627    | 144,998       | <p><u>PERSONAL SERVICES</u> increase \$144,998</p> <p>Increase is the net result of the FY 17 Merit Salary Increase, an offset for the FY 16 Merit Salary Increase, an increase in Overtime due to the reallocation of reimbursible overtime for accounting purposes, and adjustments to workers' compensation and health benefits, partially offset by a reduction in Temporary Salaries, position transfers between divisions of the Sheriff's Office, staff turnover, and pension adjustments.</p> |
| 546,191      | 561,648      | 15,457        | <p><u>CONTRACTUAL SERVICES</u> increase \$15,457</p> <p>Increase is the net result of increases in Vehicle &amp; Operating Equipment, Space &amp; Real Estate Rental, and Building/Custodial Services due to transfer of Task Force expenses, as well as an increase in Data Processing Services based on actual expense history, partially offset by a reduction in Office Equipment.</p>                                                                                                            |
| 46,505       | 51,556       | 5,051         | <p><u>SUPPLIES &amp; MATERIALS</u> increase \$5,051</p> <p>Increase in General Office Supplies based on actual expense history</p>                                                                                                                                                                                                                                                                                                                                                                    |

**DIVISION STAFF SUMMARY**  
**Investigative Services**  
**Index #211300**

| POSITION TITLE                         | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|----------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                        | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Major                                  | 1.00             | 126,027          | 0.00             | 0                | 0.00             | 0                |
| Captain                                | 2.00             | 206,482          | 2.00             | 202,637          | 2.00             | 208,755          |
| Lieutenant                             | 3.00             | 269,631          | 3.00             | 269,761          | 3.00             | 272,642          |
| Sergeant                               | 5.00             | 413,545          | 5.00             | 418,545          | 5.00             | 420,831          |
| Corporal                               | 5.00             | 341,682          | 5.00             | 361,325          | 6.00             | 448,060          |
| Sr. Deputy First Class                 | 21.00            | 1,453,550        | 18.00            | 1,229,333        | 17.00            | 1,171,680        |
| Deputy First Class                     | 9.00             | 490,110          | 13.00            | 730,516          | 13.00            | 747,895          |
| Computer Forensics Examiner            | 1.00             | 68,474           | 1.00             | 69,474           | 1.00             | 71,578           |
| Law Enforcement Analyst                | 1.00             | 49,338           | 0.00             | 0                | 0.00             | 0                |
| Sex Offender Verification Investigator | 1.00             | 50,835           | 0.00             | 0                | 0.00             | 0                |
| Electronic Surveillance Technician     | 1.00             | 58,261           | 1.00             | 59,261           | 1.00             | 61,058           |
| Financial Investigator                 | 1.00             | 51,771           | 1.00             | 52,771           | 1.00             | 54,374           |
| TRAC Coordinator                       | 1.00             | 50,253           | 1.00             | 51,253           | 1.00             | 52,810           |
| Victims' Services Coordinator          | 1.00             | 43,347           | 1.00             | 44,347           | 1.00             | 45,697           |
| Administrative Support Technician      | 2.00             | 105,435          | 2.00             | 107,435          | 2.00             | 94,780           |
| Law Enforcement Records Technician II  | 2.00             | 80,143           | 1.00             | 37,525           | 1.00             | 38,670           |
| <b>SUB-TOTAL FULL-TIME SALARIES</b>    | 57.00            | 3,858,884        | 54.00            | 3,634,183        | 54.00            | 3,688,830        |
| <b>SALARY OFFSET</b>                   |                  | 0                |                  | (27,000)         |                  | 0 A              |
| <b>TOTAL FULL-TIME SALARIES</b>        | 57.00            | 3,858,884        | 54.00            | 3,607,183        | 54.00            | 3,688,830        |
| <b>TEMPORARY SALARIES</b>              |                  | 89,717           |                  | 165,517          |                  | 89,428           |
| <b>SALARY TOTAL</b>                    | <b>57.00</b>     | <b>3,948,601</b> | <b>54.00</b>     | <b>3,772,700</b> | <b>54.00</b>     | <b>3,778,258</b> |



# DIVISION STAFF SUMMARY

## Investigative Services

Index #211300

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                 |                  | 999,933            |                  | 1,034,977        |                  | 1,030,469        |
| Workers' Compensation                |                  | 95,657             |                  | 66,025           |                  | 106,008          |
| Health Benefits                      |                  | 829,561            |                  | 781,445          |                  | 846,515          |
| Overtime and Shift Differential      |                  | 569,288            |                  | 617,288          |                  | 652,754          |
| FICA                                 |                  | 345,058            |                  | 335,834          |                  | 338,983          |
| Miscellaneous                        |                  | 43,880             |                  | 44,360           |                  | 44,640           |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>2,883,377</b>   |                  | <b>2,879,929</b> |                  | <b>3,019,369</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>57.00</b>     | <b>6,831,978 *</b> | <b>54.00</b>     | <b>6,652,629</b> | <b>54.00</b>     | <b>6,797,627</b> |

**\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts**

A - FY 16 Merit Salary Increase - Funding was provided for the equivalent of \$500 per employee with encouragement to agency leadership to provide matching funds

**SHERIFF'S OFFICE**  
**Correctional Services**  
**Index #212000**

**ORIGIN/PURPOSE:**

Correctional Services oversees the Harford County Detention Center which houses pre-trial, pre-sentenced, and sentenced adults; and provides religious, psychiatric, medical and educational programs to inmates. It administers Work Release Home Detention and Pre-Trial Release Programs and detail assignments and opportunities to non-violent, low risk inmates. The staff provides 24 hour security and generates those reports required by the Courts, State's Attorney, Maryland Department of Corrections, and other associated agencies, as well as those required by State and National Correctional Standards for Accreditation.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 15,730,630               | 16,736,519               | 16,614,853                           | 17,078,967                              | 17,078,967               |
| 20 CONTRACTUAL SERVICES             | 3,925,737                | 3,828,770                | 4,659,233                            | 4,622,464                               | 4,622,464                |
| 30 SUPPLIES AND MATERIALS           | 1,332,904                | 1,477,785                | 1,352,766                            | 1,412,806                               | 1,412,806                |
| 40 BUSINESS AND TRAVEL              | 30,669                   | 22,570                   | 10,296                               | 10,296                                  | 10,296                   |
| 50 CAPITAL OUTLAY                   | 322,610                  | 116,714                  | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>21,342,550</b>        | <b>22,182,358</b>        | <b>22,637,148</b>                    | <b>23,124,533</b>                       | <b>23,124,533</b>        |

**FUNDING SOURCE:**

|            |                   |                   |                   |                   |                   |
|------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 11 GENERAL | <b>21,342,550</b> | <b>22,182,358</b> | <b>22,637,148</b> | <b>23,124,533</b> | <b>23,124,533</b> |
|------------|-------------------|-------------------|-------------------|-------------------|-------------------|

**SHERIFF'S OFFICE**  
**Correctional Services**  
**Index #212000**

**FINANCIAL NOTES:**

| <b>FY 15</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                                                                                                                                              |
|--------------|--------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 16,614,853   | 17,078,967   | 464,114       | <p><u>PERSONAL SERVICES</u> increase \$464,114</p> <p>Increase is the net result of the FY 17 Merit Salary Increase, an offset for the FY 16 Merit Salary Increase, salary adjustments, and adjustments to workers' compensation and health benefits, partially offset by staff turnover, pension adjustments, and a reduction in Temporary Salaries.</p>                                                                            |
| 4,659,233    | 4,622,464    | (36,769)      | <p><u>CONTRACTUAL SERVICES</u> decrease (\$36,769)</p> <p>Decrease is the net result of a reduction in Electricity costs based on actual expense history and decreases in Office Equipment and Security Systems due to reduced contractual costs, partially offset by an increase in Unemployment and Other Insurance per Treasury's estimates and new expenses in Data Processing Software Maintenance and Operating Equipment.</p> |
| 1,352,766    | 1,412,806    | 60,040        | <p><u>MATERIALS &amp; SUPPLIES</u> increase \$60,040</p> <p>Increase is the net result of a new food service contract and increases in Paper Supplies, Building Supplies, and Weapons &amp; Ammunition based on actual expense history, partially offset by a decrease in Janitorial Supplies based on actual expense history.</p>                                                                                                   |

**DIVISION STAFF SUMMARY**  
**Correctional Services**  
**Index #212000**

| POSITION TITLE                      | ENACTED<br>FY 15 |           | ENACTED<br>FY 16 |           | ENACTED<br>FY 17 |           |
|-------------------------------------|------------------|-----------|------------------|-----------|------------------|-----------|
|                                     | POSITIONS        | SALARIES  | POSITIONS        | SALARIES  | POSITIONS        | SALARIES  |
| Major - Corrections                 | 1.00             | 107,786   | 1.00             | 95,763    | 1.00             | 98,636    |
| Captain - Corrections               | 2.00             | 166,442   | 2.00             | 168,442   | 2.00             | 173,534   |
| Lieutenant - Corrections            | 8.00             | 587,476   | 7.00             | 511,837   | 8.00             | 595,501   |
| Sergeant - Corrections              | 12.00            | 791,858   | 13.00            | 849,599   | 13.00            | 831,790   |
| Corporal - Corrections              | 14.00            | 760,117   | 14.00            | 753,465   | 14.00            | 790,933   |
| Senior Deputy - Corrections         | 0.00             | 0         | 30.00            | 1,821,980 | 34.00            | 2,054,333 |
| Officer First Class                 | 81.00            | 4,054,904 | 56.00            | 2,642,176 | 53.00            | 2,537,714 |
| Officer                             | 23.00            | 975,543   | 18.00            | 770,544   | 16.00            | 705,789   |
| Warden                              | 1.00             | 117,541   | 1.00             | 117,541   | 1.00             | 121,067   |
| Classification Supervisor           | 1.00             | 68,619    | 1.00             | 69,619    | 1.00             | 71,727    |
| Corrections Records Administrator   | 1.00             | 84,386    | 1.00             | 85,386    | 1.00             | 87,967    |
| Special Projects Coordinator        | 1.00             | 43,347    | 1.00             | 44,347    | 1.00             | 45,697    |
| Standards/Accreditation Manager     | 1.00             | 67,995    | 1.00             | 68,995    | 1.00             | 71,084    |
| Pre-Trial Services Coordinator      | 2.00             | 94,432    | 2.00             | 96,432    | 2.00             | 97,908    |
| Classification Counselor            | 3.00             | 130,041   | 3.00             | 133,041   | 3.00             | 137,091   |
| Community Services Coordinator      | 1.00             | 43,347    | 1.00             | 44,347    | 1.00             | 51,310    |
| Commissary Coordinator              | 1.00             | 40,976    | 1.00             | 41,976    | 1.00             | 43,255    |
| Corrections Quartermaster           | 1.00             | 56,701    | 1.00             | 57,701    | 1.00             | 59,452    |
| Corrections Records Supervisor      | 1.00             | 62,878    | 1.00             | 63,878    | 1.00             | 65,815    |
| Program Coordinator                 | 1.00             | 44,762    | 1.00             | 45,762    | 1.00             | 43,255    |
| Maintenance Officer                 | 3.00             | 139,984   | 3.00             | 142,984   | 3.00             | 147,332   |
| Corrections Records Technician I    | 1.00             | 30,472    | 0.00             | 0         | 2.00             | 64,871    |
| Corrections Records Technician II   | 3.00             | 125,153   | 4.00             | 171,481   | 2.00             | 94,480    |
| Inmate Property Coordinator         | 1.00             | 47,382    | 1.00             | 48,382    | 1.00             | 49,854    |
| Corrections Records Clerk           | 2.00             | 79,581    | 2.00             | 81,581    | 2.00             | 84,068    |
| <b>SUB-TOTAL FULL-TIME SALARIES</b> | 166.00           | 8,721,723 | 166.00           | 8,927,259 | 166.00           | 9,124,463 |

**DIVISION STAFF SUMMARY**  
**Correctional Services**  
**Index #212000**

| POSITION TITLE                  | ENACTED<br>FY 15 |            | ENACTED<br>FY 16 |            | ENACTED<br>FY 17 |            |
|---------------------------------|------------------|------------|------------------|------------|------------------|------------|
|                                 | POSITIONS        | SALARIES   | POSITIONS        | SALARIES   | POSITIONS        | SALARIES   |
| SALARY OFFSET                   |                  | 0          |                  | (82,000)   |                  | 0 A        |
| TOTAL FULL-TIME SALARIES        | 166.00           | 8,721,723  | 166.00           | 8,845,259  | 166.00           | 9,124,463  |
| TEMPORARY SALARIES              |                  | 172,190    |                  | 184,588    |                  | 163,773    |
| SALARY TOTAL                    | 166.00           | 8,893,913  | 166.00           | 9,029,847  | 166.00           | 9,288,236  |
| <b>OTHER PERSONAL SERVICES</b>  |                  |            |                  |            |                  |            |
| Pension & Retirement            |                  | 2,747,921  |                  | 2,696,983  |                  | 2,699,793  |
| Workers' Compensation           |                  | 213,810    |                  | 162,565    |                  | 255,879    |
| Health Benefits                 |                  | 2,075,043  |                  | 2,114,609  |                  | 2,200,896  |
| Overtime and Shift Differential |                  | 1,513,098  |                  | 1,695,000  |                  | 1,697,198  |
| FICA                            |                  | 796,101    |                  | 820,449    |                  | 840,225    |
| Miscellaneous                   |                  | 95,100     |                  | 95,400     |                  | 96,740     |
| TOTAL OTHER PERSONAL SERVICES   |                  | 7,441,073  |                  | 7,585,006  |                  | 7,790,731  |
| TOTAL PERSONAL SERVICES         | 166.00           | 16,334,986 | 166.00           | 16,614,853 | 166.00           | 17,078,967 |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

A - FY 16 Merit Salary Increase - Funding was provided for the equivalent of \$500 per employee with encouragement to agency leadership to provide matching funds

**SHERIFF'S OFFICE**  
**Inmate Welfare Fund**  
**Index #212100**

**ORIGIN/PURPOSE:**

In accordance with GASB Statement No. 34, this index is the appropriation authority for the Inmate Welfare account at the Harford County Detention Center.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 86,213                   | 164,723                  | 99,782                               | 116,318                                 | 116,318                  |
| 20 CONTRACTUAL SERVICES             | 58,994                   | 18,477                   | 74,222                               | 174,225                                 | 174,225                  |
| 30 SUPPLIES AND MATERIALS           | 274,799                  | 309,974                  | 513,280                              | 513,280                                 | 513,280                  |
| 40 BUSINESS AND TRAVEL              | 41,864                   | 40,818                   | 63,524                               | 59,038                                  | 59,038                   |
| 50 CAPITAL OUTLAY                   | 0                        | 11,247                   | 47,500                               | 47,500                                  | 47,500                   |
| <b>GRAND TOTAL</b>                  | <b>461,870</b>           | <b>545,239</b>           | <b>798,308</b>                       | <b>910,361</b>                          | <b>910,361</b>           |

**FUNDING SOURCE:**

|            |                |                |                |                |                |
|------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL | <b>461,870</b> | <b>545,239</b> | <b>798,308</b> | <b>910,361</b> | <b>910,361</b> |
|------------|----------------|----------------|----------------|----------------|----------------|

**SHERIFF'S OFFICE**  
**Inmate Welfare Fund**  
**Index #212100**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                     |
|--------------|--------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 99,782       | 116,318      | 16,536        | <u>PERSONAL SERVICES</u> increase \$16,536<br>Increase is the result of increases in Temporary Salaries and Overtime based on actual expense history and adjustments to pension, health benefits, and FICA. |
| 74,222       | 174,225      | 100,003       | <u>CONTRACTUAL SERVICES</u> increase \$100,003<br>Increase is the result of an allocation of new funds for behavioral health and substance abuse services.                                                  |
| 63,524       | 59,038       | (4,486)       | <u>BUSINESS &amp; TRAVEL</u> decrease (\$4,486)<br>Decrease based on actual expense history for education and enrichment programs and materials.                                                            |

**DIVISION STAFF SUMMARY**  
**Inmate Welfare Fund**  
**Index #212100**

| POSITION TITLE                       | ENACTED<br>FY 15 |                       | ENACTED<br>FY 16 |                      | ENACTED<br>FY 17 |                       |
|--------------------------------------|------------------|-----------------------|------------------|----------------------|------------------|-----------------------|
|                                      | POSITIONS        | SALARIES              | POSITIONS        | SALARIES             | POSITIONS        | SALARIES              |
| TEMPORARY SALARIES                   |                  | <u>127,500</u>        |                  | <u>78,691</u>        |                  | <u>82,941</u>         |
| <b>SALARY TOTAL</b>                  |                  | <b><u>127,500</u></b> |                  | <b><u>78,691</u></b> |                  | <b><u>82,941</u></b>  |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                       |                  |                      |                  |                       |
| Pension & Retirement                 |                  | 7,869                 |                  | 7,869                |                  | 8,295                 |
| Health Benefits                      |                  | 6,843                 |                  | 7,062                |                  | 7,832                 |
| Overtime                             |                  | 0                     |                  | 0                    |                  | 10,000                |
| FICA                                 |                  | 9,753                 |                  | 6,020                |                  | 7,110                 |
| Miscellaneous                        |                  | <u>140</u>            |                  | <u>140</u>           |                  | <u>140</u>            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b><u>24,605</u></b>  |                  | <b><u>21,091</u></b> |                  | <b><u>33,377</u></b>  |
| <b>TOTAL PERSONAL SERVICES</b>       |                  | <b><u>152,105</u></b> |                  | <b><u>99,782</u></b> |                  | <b><u>116,318</u></b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts



**SHERIFF'S OFFICE**  
**Court Services**  
**Index #213000**

**ORIGIN/PURPOSE:**

The Court Services Division is comprised of five integrated units that are responsible for a multitude of tasks that support Harford County's Judicial System. The Division's five units consist of the Civil Process Unit, Court Security Unit, Domestic Violence Unit, Office of Child Support Enforcement Unit, and the Warrant/Fugitive Unit. The primary responsibilities of the units are the service of papers generated from Harford County Courts, security of the Circuit Courthouse and its personnel, the investigation and safeguard of rights for victims of domestic violence, and the apprehension of wanted persons for both child support and criminal violations. To accomplish division goals Sheriff's Office personnel work closely with staff from the District and Circuit Courts, the State's Attorney's Office, the Family Justice Center and the legal community serving Harford County.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 4,808,304                | 4,984,083                | 5,129,886                            | 5,908,895                               | 5,908,895                |
| 20 CONTRACTUAL SERVICES             | 74,955                   | 56,637                   | 64,934                               | 65,957                                  | 65,957                   |
| 30 SUPPLIES AND MATERIALS           | 28,671                   | 37,526                   | 43,367                               | 43,327                                  | 43,327                   |
| 40 BUSINESS AND TRAVEL              | 256,528                  | 252,171                  | 285,850                              | 292,040                                 | 292,040                  |
| 70 MISCELLANEOUS                    | 316,933                  | 306,866                  | 306,534                              | 331,609                                 | 331,609                  |
| <b>GRAND TOTAL</b>                  | <b><u>5,485,391</u></b>  | <b><u>5,637,283</u></b>  | <b><u>5,830,571</u></b>              | <b><u>6,641,828</u></b>                 | <b><u>6,641,828</u></b>  |

**FUNDING SOURCE:**

|            |                         |                         |                         |                         |                         |
|------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL | <b><u>5,485,391</u></b> | <b><u>5,637,283</u></b> | <b><u>5,830,571</u></b> | <b><u>6,641,828</u></b> | <b><u>6,641,828</u></b> |
|------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

**SHERIFF'S OFFICE**  
**Court Services**  
**Index #213000**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|--------------|--------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5,129,886    | 5,908,895    | 779,009       | <p><u>PERSONAL SERVICES</u> increase \$779,009</p> <p>Increase is the net result of the FY 17 Merit Salary increase, salary adjustments, an offset for the FY 16 Merit Salary increase, an increase in Temporary Salaries for Facility Deputies and Facility Clerks based on actuals and transfers in from Patrol Operations, an increase in Overtime due to the reallocation of reimbursible overtime for accounting purposes, and adjustments to pension, workers' compensation, health benefits, and FICA, partially offset by a net reduction in positions due to transfers between divisions of the Sheriff's Office.</p> |
| 64,934       | 65,957       | 1,023         | <p><u>CONTRACTUAL SERVICES</u> increase \$1,023</p> <p>Increase for maintenance contracts for x-ray machine and radiation detection monitors</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 285,850      | 292,040      | 6,190         | <p><u>BUSINESS &amp; TRAVEL</u> increase \$6,190</p> <p>Increase for County Owned Vehicles based on actual expense history</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 306,534      | 331,609      | 25,075        | <p><u>MISCELLANEOUS</u> increase \$25,075</p> <p>Increase is the result of a higher county match being provided for a grant for the Office of Child Support Enforcement.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

**DIVISION STAFF SUMMARY**  
**Court Services**  
**Index #213000**

| POSITION TITLE                         | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|----------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                        | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Captain                                | 1.00             | 95,867           | 1.00             | 96,867           | 1.00             | 118,989          |
| Lieutenant                             | 1.00             | 89,794           | 1.00             | 90,794           | 1.00             | 93,537           |
| Sergeant                               | 5.00             | 419,992          | 5.00             | 416,298          | 5.00             | 411,127          |
| Corporal                               | 6.00             | 469,767          | 6.00             | 475,767          | 6.00             | 456,930          |
| Sr. Deputy First Class                 | 9.00             | 630,136          | 11.00            | 787,464          | 11.00            | 759,202          |
| Deputy First Class                     | 12.00            | 693,910          | 12.00            | 705,910          | 10.00            | 620,977          |
| Law Enforcement Records Technician II  | 4.00             | 169,458          | 5.00             | 218,076          | 4.00             | 178,740          |
| Sex Offender Verification Investigator | 0.00             | 0                | 1.00             | 51,835           | 2.00             | 102,363          |
| <b>SUB-TOTAL FULL-TIME SALARIES</b>    | 38.00            | 2,568,924        | 42.00            | 2,843,011        | 40.00            | 2,741,865        |
| <b>SALARY OFFSET</b>                   |                  | (467,002)        |                  | (492,002)        |                  | (484,805) A      |
| <b>TOTAL FULL-TIME SALARIES</b>        | 38.00            | 2,101,922        | 42.00            | 2,351,009        | 40.00            | 2,257,060        |
| <b>TEMPORARY SALARIES</b>              |                  | 678,775          |                  | 751,824          |                  | 1,239,789        |
| <b>SALARY TOTAL</b>                    | <b>38.00</b>     | <b>2,780,697</b> | <b>42.00</b>     | <b>3,102,833</b> | <b>40.00</b>     | <b>3,496,849</b> |

# DIVISION STAFF SUMMARY

## Court Services

Index #213000

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                 |                  | 674,540            |                  | 780,338          |                  | 830,679          |
| Workers' Compensation                |                  | 54,046             |                  | 45,260           |                  | 65,314           |
| Health Benefits                      |                  | 469,106            |                  | 532,332          |                  | 782,858          |
| Overtime and Shift Differential      |                  | 356,670            |                  | 378,000          |                  | 398,470          |
| FICA                                 |                  | 239,702            |                  | 266,283          |                  | 297,965          |
| Miscellaneous                        |                  | 23,300             |                  | 24,840           |                  | 36,760           |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>1,817,364</b>   |                  | <b>2,027,053</b> |                  | <b>2,412,046</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>38.00</b>     | <b>4,598,061 *</b> | <b>42.00</b>     | <b>5,129,886</b> | <b>40.00</b>     | <b>5,908,895</b> |

**\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts**

A - State and federal grant funding for eight (8) employees. FY 16 offset also reflects funding provided for the equivalent of \$500 per employee with encouragement to agency leadership to provide matching funds.

### Harford County Sheriff's Office - Anticipated FY17 Grants

| TITLE OF GRANT                                                       | GRANT PURPOSE                                                                                                                                                                                                                                                                                                                       | Source of Anticipated Funding |       |       |              | Grant Dates       | Recurring or One Time |
|----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------|-------|--------------|-------------------|-----------------------|
|                                                                      |                                                                                                                                                                                                                                                                                                                                     | Federal                       | State | Other | County Match |                   |                       |
| Child Enforcement Administration Cooperative Reimbursement Agreement | This funding provides for 7 positions in the Sheriff's Office who concentrate their efforts specifically in the service of summonses, warrants and writs of paternity, AFDC child support cases and the data entry and tracking of each. This grant also funds the basic operating costs of this Unit                               | \$579,289                     |       |       | \$331,609    | 10/1/16-9/30/17   | Recurring             |
| Justice Assistance Grant                                             | This funding allows the agency to purchase equipment for various Units such as the Violent Street Crimes Unit, Meghan's Law Unit, Crime Analysis Unit and Harford County Detention Center to include but not limited to cameras and supporting equipment, covert surveillance equipment, GPS tracking devices and computer monitors | \$35,000                      |       |       |              | 10/1/16 - 9/30/20 | Recurring             |
| Maryland Highway Safety Office                                       | This grant provides funding for deputies to work overtime to proactively seek out impaired and aggressive drivers in an effort to reduce the number of driving related injuries and fatalities in Harford County.                                                                                                                   | \$129,000                     |       |       |              | 10/1/16 - 9/30/17 | Recurring             |
| Maryland Highway Safety Office - Commercial Motor Vehicle Grant      | This grant provides funding for deputies to work overtime to perform NAS Inspections and CMV traffic enforcement details.                                                                                                                                                                                                           | \$15,000                      |       |       |              | 10/1/16 - 9/30/17 | Recurring             |

| Harford County Sheriff's Office - Anticipated FY17 Grants |                                                                                                                                                                                                                                                                                                                                                                                                                             |                               |          |       |              |                  |                       |
|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------|-------|--------------|------------------|-----------------------|
| TITLE OF GRANT                                            | GRANT PURPOSE                                                                                                                                                                                                                                                                                                                                                                                                               | Source of Anticipated Funding |          |       |              | Grant Dates      | Recurring or One Time |
|                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                             | Federal                       | State    | Other | County Match |                  |                       |
| STOP Gun Violence Reduction Grant                         | This grant funds the salary and partial benefits for one lateral deputy to fill the position created when an existing agency member was transferred into the Violent Street Crimes Unit. This grant will also provide overtime funding for deputies to conduct details such as covert investigations, to debrief suspects, develop confidential informants and to test fire and perform a trace on illegal firearms seized. |                               | \$67,113 |       |              | 7/1/16 - 6/30/17 | Recurring             |
| Teen Court Program                                        | This funding pays for an independent contractor to fill the position of Teen Court Coordinator and to purchase operating supplies for the Teen Court Program                                                                                                                                                                                                                                                                |                               | \$12,000 |       |              | 7/1/16 - 6/30/17 | Recurring             |
| Overtime Patrols/Public Awareness Grant                   | This grant provides overtime monies which allow the Sheriff's Office to fund a School Bus Safety Program. This program affords deputies the opportunity to target drivers who illegally pass school vehicles. In addition, this program established a partnership with Regal Cinemas in Abingdon, MD to air Public Service Announcements at their facility.                                                                 |                               | \$20,000 |       |              | 7/1/16 - 6/30/17 | Recurring             |
| Monitoring Support Grant                                  | This grant provides overtime monies for existing Sheriff's Office personnel to assist in the compliance and verification process of the sex offenders registered with the Harford County Sheriff's Office Sex Offender Registration Program as mandated by Maryland law.                                                                                                                                                    |                               | \$21,530 |       |              | 7/1/16 - 6/30/17 | Recurring             |

### Harford County Sheriff's Office - Anticipated FY17 Grants

| TITLE OF GRANT                                                                       | GRANT PURPOSE                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Source of Anticipated Funding |                  |                  |                  | Grant Dates      | Recurring or One Time |
|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------------|------------------|------------------|------------------|-----------------------|
|                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Federal                       | State            | Other            | County Match     |                  |                       |
| Sheriff's Tactical & Operational Plan: Theft Intervention & Enforcement (STOP THIEF) | This grant will fund the purchase of one License Plate Reader in an effort to prevent thefts from and of motor vehicles.                                                                                                                                                                                                                                                                                                                                             |                               | \$25,000         |                  |                  | 7/1/16 - 6/30/17 | Recurring             |
| State Criminal Alien Assistance Program                                              | This grant provides federal funding to localities that incurred correctional officer salary costs for incarcerating undocumented criminal aliens with at least one felony or two misdemeanor convictions for violations of state or local law and incarcerated for at least four consecutive days during the reporting period.                                                                                                                                       | 21,026                        |                  |                  |                  | 7/1/16 - 6/30/17 | Recurring             |
| Safe Streets Initiative                                                              | This grant provides for the salary and partial benefits of the Program Coordinator and Crime Analyst as well as overtime and related FICA for the surrounding municipalities and the Sheriff's Office staff to conduct details to apprehend individuals designated as violent offenders. This grant also pays for the partial salary and benefits of an existing Prosecutor in the State's Attorney's Office who is assigned to the Initiative on a part-time basis. |                               | \$208,278        |                  |                  | 7/1/16 - 6/30/17 | Recurring             |
| <b>TOTALS:</b>                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>\$779,315</b>              | <b>\$353,921</b> | <b>\$663,218</b> | <b>\$331,609</b> |                  |                       |

## HARFORD COUNTY SHERIFF'S OFFICE OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To enhance the safety of families through the monitoring of convicted sex offenders.

### **Department Objective**

To provide for routine monitoring of sex offender registrants through residential and employment verification at a minimum of twice per year per registrant.

### **County Goal(s) Supported**

III. Strengthening Our Communities

| Measure                                                                     | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|-----------------------------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                                        |             |             |             |             |               |
| Dollars allocated                                                           | \$10,166    | \$20,216    | \$79,323    | \$152,127   | \$161,082     |
| Number of staff                                                             | 1           | 1           | 1           | 2           | 2             |
| <b><u>Output:</u></b>                                                       |             |             |             |             |               |
| Number convicted of misdemeanor offenses (Tier One)                         | 39          | 37          | 30          | 43          | 28            |
| Number convicted of non-contact felonies or contact misdemeanors (Tier Two) | 26          | 34          | 40          | 31          | 36            |
| Number convicted of contact felonies (Tier Three)                           | 171         | 135         | 132         | 195         | 128           |
| <b><u>Efficiency:</u></b>                                                   |             |             |             |             |               |
| Average number of attempts per verification                                 | 1.2         | 1.4         | 2.3         | 1.3         | 2.1           |
| <b><u>Service Quality:</u></b>                                              |             |             |             |             |               |
| Average number of residential verifications per registrant                  | 3.6         | 4.6         | 6.8         | 4.2         | 6.7           |
| <b><u>Outcome:</u></b>                                                      |             |             |             |             |               |
| Average number of verifications per year per registrant                     | 3.6         | 4.6         | 6.8         | 4.2         | 6.7           |

### **Explanation and Analysis of Performance Measures**

Convicted sex offenders are required to report to the Sheriff's Office their current addresses, employers, and any educational institutions they attend. The Sheriff's Office, through its Megan's Law unit, strives to protect children and adults from sex offenders by verifying the information through personal contact at the offender's residence, place of employment, and educational institution. The Sheriff's Office will make at least two such checks per year for each offender.



## HARFORD COUNTY SHERIFF'S OFFICE OBJECTIVES & PERFORMANCE MEASURES

### Department Goal

To ensure that agency staffing is adequate to meet current and future service demands and mandates in a timely and efficient manner.

### Department Objective

To provide for timely service of court ordered civil processes by ensuring a service rate of no less than 80% annually.

### County Goal(s) Supported

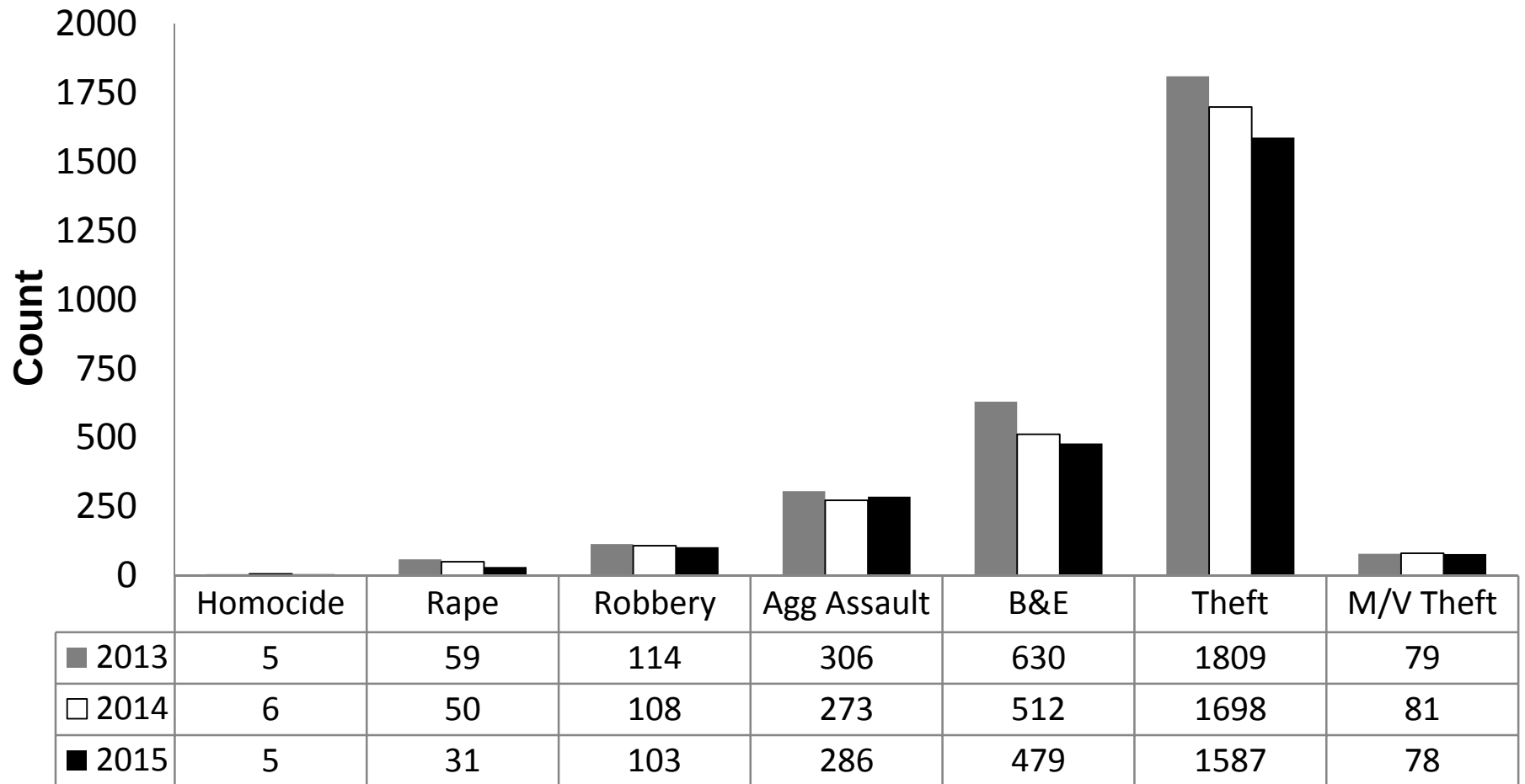
III. Strengthening Our Communities

| Measure                                      | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|----------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                         |             |             |             |             |               |
| Number of Civil Deputies                     | 8           | 9           | 9           | 8           | 8             |
| Operating Budget Allocated                   | \$871,670   | \$970,348   | \$1,020,731 | \$825,078   | \$953,779     |
| <b><u>Output:</u></b>                        |             |             |             |             |               |
| Number of papers received                    | 45,126      | 44,737      | 41,233      | 38,274      | 39,039        |
| <b><u>Efficiency:</u></b>                    |             |             |             |             |               |
| Number of papers served                      | 37,048      | 42,701      | 38,770      | 34,447      | 35,480        |
| Number of papers served per Civil Deputy     | 4,631       | 4,744       | 4,300       | 4,306       | 4,435         |
| <b><u>Service Quality:</u></b>               |             |             |             |             |               |
| Number of papers unable to be served         | 8,078       | 2,036       | 2,463       | 3,827       | 3,559         |
| Average number of service attempts per paper | 5.0         | 5.0         | 5.0         | 5.0         | 5.0           |
| <b><u>Outcome:</u></b>                       |             |             |             |             |               |
| Annual service rate percentage               | 82.00%      | 95.00%      | 94.00%      | 90.00%      | 90.00%        |

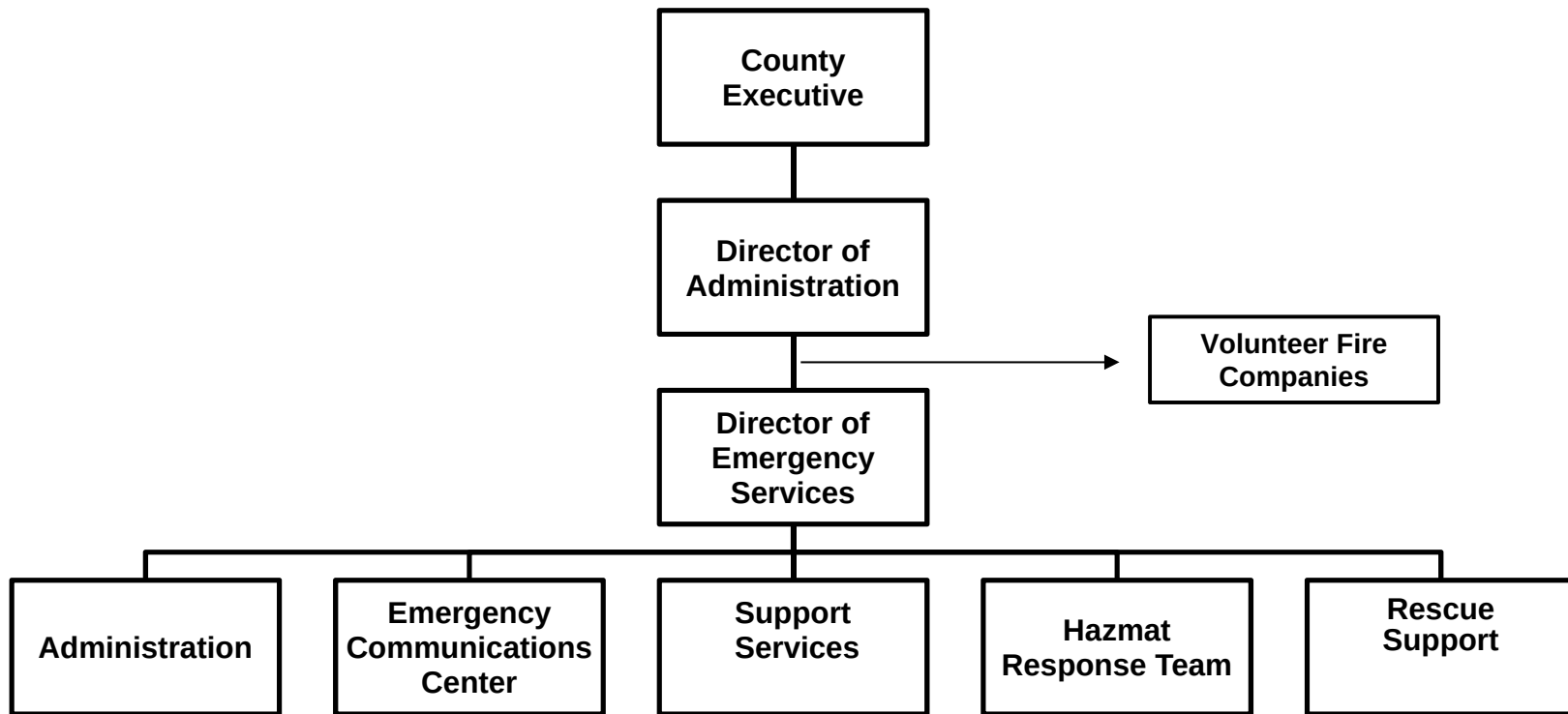
### Explanation and Analysis of Performance Measures

Court Services seeks to provide for timely service of court ordered civil processes by ensuring a service rate of no less than 80% annually. Service of these processes is mandated by State statutes.

## Harford County Sheriff's Office Crime Statistics



# DEPARTMENT OF EMERGENCY SERVICES



## DEPARTMENT OF EMERGENCY SERVICES

### **ORIGIN/PURPOSE:**

The Department of Emergency Services (DES) was established pursuant to Executive Order 12-08 issued by County Executive David R. Craig in December of 2012 and became law February 17, 2013. This Department is responsible for receiving and disseminating all emergency requests in Harford County for fire, EMS, rescue, hazardous materials, and police incidents.

Training is provided for all agency members to include the Dispatch Academy, In-Service training to all agency employees, supervisors and management training for all applicable staff members.

The Department is the Emergency Management agency and primary Homeland Security Coordination agency for the County and is responsible for emergency plans including emergency plans for the Peach Bottom Atomic Power Station. It is responsible for all mitigation and preparedness response and recovery operations.

DES is responsible for response to hazardous materials incidents in the county and maintaining a fully equipped and operational hazmat team. Additionally, DES is responsible for providing technical rescue services for the county and maintaining a fully equipped and operational technical rescue team.

### **MISSION STATEMENT:**

THE HARFORD COUNTY DEPARTMENT OF EMERGENCY SERVICES WILL PROVIDE A COMPREHENSIVE AND INTEGRATED SYSTEM OF PUBLIC SAFETY SERVICES INCLUDING EMERGENCY MANAGEMENT, 911 TELECOMMUNICATIONS, HAZARDOUS MATERIALS AND TECHNICAL RESCUE SERVICES IN PARTNERSHIP WITH THE VOLUNTEER FIRE AND EMERGENCY MEDICAL SERVICES, THE EMERGENCY MEDICAL SERVICES FOUNDATION, HARFORD COUNTY SHERIFF'S OFFICE AND MUNICIPAL LAW ENFORCEMENT, ALL FULLY DEDICATED AND COMMITTED TO PROTECTING THE HEALTH, SAFETY AND WELL-BEING OF OUR CITIZENS.

### **FY 17 GOALS:**

TO DEVELOP A CONTINGENCY PLAN FOR THE DEPARTMENT OF EMERGENCY SERVICES TO ABSORB THE HARFORD COUNTY EMS FOUNDATION UNDER ITS ORGANIZATIONAL STRUCTURE ACQUIRING ITS STAFF AND EQUIPMENT.

TO PLAN FOR AND EDUCATE HARFORD COUNTY RESIDENTS ON DISASTER RISKS, PREPAREDNESS, PLANNING, RESPONSE AND MITIGATION THEREBY INCREASING RESIDENTS SAFETY AND RESILIENCE THROUGH CAMPAIGNS AND INFORMAL EDUCATION.

TO CONDUCT ONE CABINET LEVEL TABLETOP EXERCISE PER QUARTER TESTING COUNTY RESPONSE PLANS TO ALL NATURAL AND MANMADE DISASTERS.

TO FURTHER ENHANCE THE COUNTY'S RESPONSE TO ALL DISASTERS DES WILL ACQUIRE CCTV FEEDS FROM RELEVANT HARFORD COUNTY CRITICAL INFRASTRUCTURE BY DECEMBER 1, 2016.

## DEPARTMENT OF EMERGENCY SERVICES

### **FY 17 GOALS:**

TO DEVELOP NEEDS AND IMPLEMENTATION PLAN FOR NEXT GENERATION 911 (NG911).

TO EXPLORE IMPLEMENTATION OF LOW CODE AND NURSE TRIAGE SYSTEM IMPLEMENTED DIRECTLY INTO THE 911 COMMUNICATION CENTER AS AN ALTERNATE REFERRAL OPTION TO PATIENTS WITH NON-LIFE THREATENING, NON-EMERGENCY LOW ACUITY DETERMINANT CODES WITH THE GOAL OF REDUCING THE IMPACT ON THE COUNTY'S EMS SERVICE AND REDUCING NON-EMERGENT CALLS BY 20%.

TO ACHIEVE AT A MINIMUM OF 90%, ANSWERING ALL INCOMING 911 EMERGENCY CALLS WITHIN TEN SECONDS OF CONNECTION DURING THE BUSIEST HOUR.

TO ANSWER 95% OF THE 911 CALLS WITHIN 20 SECONDS DURING THE BUSIEST HOUR.

TO PURSUE A RADIO AND TELEPHONE QUALITY ASSURANCE PROGRAM TO COINCIDE WITH OUR CURRENT PROTOCOL QUALITY ASSURANCE PROGRAM.

TO PROMOTE ORGANIZATIONAL CHANGES IN ACCORDANCE WITH THE DES CAREER LADDER GUIDELINES AND CONTROL EXPENSES IN THE 911 CALL CENTER.

TO PROVIDE EFFECTIVE AND EFFICIENT HAZMAT RESPONSE.

TO ASSURE PREVENTION OF HAZMAT INCIDENTS THROUGH INSPECTION AND PUBLIC EDUCATION PROGRAMS.

TO PROVIDE COORDINATED AND SPECIALIZED HIGH RISK RESCUES IN SUPPORT OF THE LOCAL VOLUNTEER AND EMS SERVICES.

TO PRESENT COUNTY LEGISLATION MANDATING THAT FUTURE RETIREMENT AND ASSISTED LIVING COMMUNITIES HAVE EMS SERVICES ON SITE, THEREBY REDUCING THE EMS RESPONSE WORKLOAD BY 15%.

# DEPARTMENT OF EMERGENCY SERVICES

## ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14  | AUDITED<br>FY 15  | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17  |
|-------------------------------------|-------------------|-------------------|-----------------------------|--------------------------------|-------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                   |                   |                             |                                |                   |
| 10 PERSONAL SERVICES                | 7,191,343         | 7,458,659         | 7,338,293                   | 7,693,111                      | 7,693,111         |
| 20 CONTRACTUAL SERVICES             | 5,968,801         | 5,613,797         | 6,042,815                   | 6,144,800                      | 6,144,800         |
| 30 SUPPLIES AND MATERIALS           | 207,874           | 225,273           | 120,000                     | 113,000                        | 113,000           |
| 40 BUSINESS AND TRAVEL              | 86,015            | 90,018            | 87,025                      | 101,468                        | 101,468           |
| 50 CAPITAL OUTLAY                   | 4,223             | 93,849            | 0                           | 0                              | 0                 |
| 70 MISCELLANEOUS                    | 6,407,169         | 6,412,644         | 6,486,214                   | 6,483,807                      | 6,483,807         |
| 80 INTER-GOVERNMENTAL               | 1,139             | 1,346             | 0                           | 0                              | 0                 |
| <b>GRAND TOTAL</b>                  | <b>19,866,564</b> | <b>19,895,586</b> | <b>20,074,347</b>           | <b>20,536,186</b>              | <b>20,536,186</b> |

## **SUMMARY BY FUND:**

|                    |                   |                   |                   |                   |                   |
|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 11 GENERAL         | 19,866,564        | 19,895,586        | 20,074,347        | 20,536,186        | 20,536,186        |
| <b>GRAND TOTAL</b> | <b>19,866,564</b> | <b>19,895,586</b> | <b>20,074,347</b> | <b>20,536,186</b> | <b>20,536,186</b> |

## ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14  | AUDITED<br>FY 15  | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17  |
|-------------------------------------|-------------------|-------------------|-----------------------------|--------------------------------|-------------------|
| <b><u>SUMMARY BY DIVISION:</u></b>  |                   |                   |                             |                                |                   |
| 221000 ADMINISTRATION               | 4,282,836         | 4,558,791         | 4,336,024                   | 4,468,562                      | 4,468,562         |
| 222100 EMERGENCY COMMUNICATIONS CNT | 5,940,635         | 5,930,586         | 6,119,400                   | 6,466,661                      | 6,466,661         |
| 222200 SUPPORT SERVICES             | 2,631,359         | 2,370,734         | 2,369,623                   | 2,236,760                      | 2,236,760         |
| 223000 VOLUNTEER FIRE COMPANIES     | 6,681,314         | 6,694,313         | 6,724,642                   | 6,784,642                      | 6,784,642         |
| 225000 HAZMAT RESPONSE TEAM         | 330,420           | 295,916           | 412,363                     | 429,483                        | 429,483           |
| 226000 RESCUE SUPPORT               | 0                 | 45,246            | 112,295                     | 150,078                        | 150,078           |
| <b>GRAND TOTAL</b>                  | <b>19,866,564</b> | <b>19,895,586</b> | <b>20,074,347</b>           | <b>20,536,186</b>              | <b>20,536,186</b> |

## DEPARTMENT OF EMERGENCY SERVICES

### FINANCIAL NOTES:

| FY 16     | FY 17     | CHANGE  | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------|-----------|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7,338,293 | 7,693,111 | 354,818 | <p><u>PERSONAL SERVICES</u> increase \$354,818</p> <p>Increase is the net result of the FY 17 Merit Salary increase of 3%, health benefits, pension, workers' compensation, temporary salaries and overtime offset by reductions in PEHP (Post Employment Health Plan) and FICA</p>                                                                                                                                          |
| 6,042,815 | 6,144,800 | 101,985 | <p><u>CONTRACTUAL SERVICES</u> increase \$101,985</p> <p>Increase is the net result of telephone services, other insurance (Volunteer Fire Department workers' compensation), a 3% increase to Emergency Medical Services Foundation, emergency report system and space and real estate rental. These are offset by reductions in electricity, county facility rep and renovations and communications service contracts.</p> |
| 120,000   | 113,000   | (7,000) | <p><u>SUPPLIES AND MATERIALS</u> decrease (\$7,000)</p> <p>Decrease is the net result of general office supplies, safety equipment and computer supplies offset by reductions in janitorial supplies and other supplies and materials based on actual expense history</p>                                                                                                                                                    |
| 87,025    | 101,468   | 14,443  | <p><u>BUSINESS AND TRAVEL</u> increase \$14,443</p> <p>Increase is the net result of vehicle maintenance, fuel charges, membership fees and dues offset by reductions in meals, lodging and transportation costs based on actual expense history</p>                                                                                                                                                                         |
| 6,486,214 | 6,483,807 | (2,407) | <p><u>MISCELLANEOUS</u> decrease (\$2,407)</p> <p>Decrease is the net result of reduction in required county match of EMPG (Emergency Management Performance Grant)</p>                                                                                                                                                                                                                                                      |

**DEPARTMENT STAFF SUMMARY**  
**DEPARTMENT OF EMERGENCY SERVICES**

| POSITION TITLE                         | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|----------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                        | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Administrative Assistant II            | 1.00             | 54,703           | 1.00             | 57,344           | 1.00             | 59,064           |
| Administrative Budget Technician II    | 1.00             | 64,485           | 1.00             | 65,485           | 1.00             | 67,449           |
| Administrative Secretary III           | 1.00             | 66,995           | 1.00             | 67,995           | 1.00             | 70,035           |
| Computer System Engineer IV            | 1.00             | 73,127           | 1.00             | 74,127           | 1.00             | 76,351           |
| Database Administrator                 | 0.00             | 0                | 0.00             | 0                | 1.00             | 54,384           |
| Deputy Director of Emergency Services  | 1.00             | 109,186          | 1.00             | 109,186          | 1.00             | 111,686          |
| Director of Emergency Services         | 1.00             | 127,500          | 1.00             | 123,500          | 1.00             | 124,500          |
| Electronic Services Technician         | 3.00             | 148,350          | 1.00             | 43,500           | 2.00             | 87,056           |
| Grants Coordinator                     | 1.00             | 68,054           | 1.00             | 69,054           | 1.00             | 71,126           |
| Management Assistant I                 | 1.00             | 67,000           | 0.00             | 0                | 0.00             | 0                |
| Management Assistant II                | 1.00             | 78,330           | 1.00             | 0                | 0.00             | 0                |
| Planner I                              | 2.00             | 93,156           | 2.00             | 95,156           | 2.00             | 98,011           |
| Planner II                             | 2.00             | 126,678          | 2.00             | 131,356          | 2.00             | 135,297          |
| Public Safety Dispatcher, Probationary | 6.00             | 183,616          | 1.00             | 30,200           | 1.00             | 31,106           |
| Public Safety Dispatcher I             | 5.00             | 168,148          | 10.00            | 343,648          | 6.00             | 212,102          |
| Public Safety Dispatcher II            | 5.00             | 192,468          | 7.00             | 274,068          | 11.00            | 438,026          |
| Public Safety Dispatcher III           | 45.00            | 2,037,735        | 42.00            | 1,952,127        | 40.00            | 1,931,185        |
| Public Safety Hazmat Manager           | 1.00             | 50,249           | 1.00             | 51,249           | 1.00             | 52,786           |
| Public Safety Manager                  | 3.00             | 212,276          | 4.00             | 282,977          | 4.00             | 291,466          |
| Public Safety Shift Manager            | 3.00             | 191,095          | 4.00             | 259,095          | 4.00             | 266,868          |
| Public Safety Supervisor               | 10.00            | 579,971          | 9.00             | 500,230          | 9.00             | 515,237          |
| <b>FULL-TIME SALARIES</b>              | 94.00            | 4,693,122        | 91.00            | 4,530,297        | 90.00            | 4,693,735        |
| <b>SALARY OFFSET</b>                   |                  | (241,767)        |                  | (180,946)        |                  | (180,946)        |
| <b>TOTAL FULL-TIME SALARIES</b>        | 94.00            | 4,451,355        | 91.00            | 4,349,351        | 90.00            | 4,512,789        |
| <b>TEMPORARY SALARIES</b>              |                  | 294,600          |                  | 290,900          |                  | 303,112          |
| <b>SALARY TOTAL</b>                    | <b>94.00</b>     | <b>4,745,955</b> | <b>91.00</b>     | <b>4,640,251</b> | <b>90.00</b>     | <b>4,815,901</b> |



**DEPARTMENT STAFF SUMMARY  
EMERGENCY SERVICES**

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                 |                  | 449,444            |                  | 453,030          |                  | 478,557          |
| Workers' Compensation                |                  | 43,770             |                  | 13,836           |                  | 32,748           |
| Health Benefits                      |                  | 1,109,829          |                  | 1,128,467        |                  | 1,255,590        |
| Overtime & Shift Differential        |                  | 546,700            |                  | 546,700          |                  | 556,900          |
| PEHP                                 |                  | 101,936            |                  | 126,556          |                  | 116,188          |
| FICA                                 |                  | 417,369            |                  | 416,713          |                  | 424,487          |
| Miscellaneous                        |                  | 12,880             |                  | 12,740           |                  | 12,740           |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>2,681,928</b>   |                  | <b>2,698,042</b> |                  | <b>2,877,210</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>94.00</b>     | <b>7,427,883 *</b> | <b>91.00</b>     | <b>7,338,293</b> | <b>90.00</b>     | <b>7,693,111</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT OF EMERGENCY SERVICES**  
**Administration**  
**Index #221000**

**ORIGIN/PURPOSE:**

The Harford County Department of Emergency Services is tasked with the duty and responsibility to identify, assess and prioritize local and regional vulnerabilities to emergencies or disasters and the resources available to mitigate, respond to or recover from them.

**FY 17 GOALS:**

TO DEVELOP A CONTINGENCY PLAN FOR THE DEPARTMENT OF EMERGENCY SERVICES TO ABSORB THE HARFORD COUNTY EMS FOUNDATION UNDER ITS ORGANIZATIONAL STRUCTURE ACQUIRING ITS STAFF AND EQUIPMENT.

TO PLAN FOR AND EDUCATE HARFORD COUNTY RESIDENTS ON DISASTER RISKS, PREPAREDNESS, PLANNING, RESPONSE AND MITIGATION THEREBY INCREASING RESIDENTS SAFETY AND RESILIENCE THROUGH CAMPAIGNS AND INFORMAL EDUCATION.

TO CONDUCT ONE CABINET LEVEL TABLETOP EXERCISE PER QUARTER TESTING COUNTY RESPONSE PLANS TO ALL NATURAL AND MANMADE DISASTERS.

TO FURTHER ENHANCE THE COUNTY'S RESPONSE TO ALL DISASTERS DES WILL ACQUIRE CCTV FEEDS FROM RELEVANT HARFORD COUNTY CRITICAL INFRASTRUCTURE BY DECEMBER 1, 2016.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 992,003                  | 1,235,812                | 934,354                              | 1,012,448                               | 1,012,448                |
| 20 CONTRACTUAL SERVICES             | 3,009,469                | 3,052,635                | 3,162,974                            | 3,207,300                               | 3,207,300                |
| 30 SUPPLIES AND MATERIALS           | 121,824                  | 101,089                  | 29,200                               | 35,200                                  | 35,200                   |
| 40 BUSINESS AND TRAVEL              | 33,620                   | 34,114                   | 28,550                               | 32,668                                  | 32,668                   |
| 50 CAPITAL OUTLAY                   | 1,598                    | 3,995                    | 0                                    | 0                                       | 0                        |
| 70 MISCELLANEOUS                    | 124,292                  | 130,946                  | 180,946                              | 180,946                                 | 180,946                  |
| 80 INTER-GOVERNMENTAL               | 30                       | 200                      | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>4,282,836</b>         | <b>4,558,791</b>         | <b>4,336,024</b>                     | <b>4,468,562</b>                        | <b>4,468,562</b>         |

**FUNDING SOURCE:**

|            |                  |                  |                  |                  |                  |
|------------|------------------|------------------|------------------|------------------|------------------|
| 11 GENERAL | <b>4,282,836</b> | <b>4,558,791</b> | <b>4,336,024</b> | <b>4,468,562</b> | <b>4,468,562</b> |
|------------|------------------|------------------|------------------|------------------|------------------|

|                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>DEPARTMENT OF EMERGENCY SERVICES</b><br/> <b>Administration</b><br/> <b>Index #221000</b></p> |
|--------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                                        |
|--------------|--------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 934,354      | 1,012,448    | 78,094        | <p><u>PERSONAL SERVICES</u> increase \$78,094</p> <p>Increase is the net result of the FY 17 Merit salary increase of 3%, salary adjustments, pension, workers' compensation and health benefits. Offset by reductions in temporary salaries and PEHP (Post Employment Health Plan) based on actual expense history</p>        |
| 3,162,974    | 3,207,300    | 44,326        | <p><u>CONTRACTUAL SERVICES</u> increase \$44,326</p> <p>Increase is the net result of a 3% increase to Emergency Medical Services Foundation (EMS), grounds maintenance and building/custodial services. Offset by reductions in electricity, heating fuel and other professional services based on actual expense history</p> |
| 29,200       | 35,200       | 6,000         | <p><u>SUPPLIES AND MATERIALS</u> increase \$6,000</p> <p>Additional funds provided for janitorial supplies &amp; equipment and other supplies and materials</p>                                                                                                                                                                |
| 28,550       | 32,668       | 4,118         | <p><u>BUSINESS AND TRAVEL</u> increase \$4,118</p> <p>Increased funds for vehicle maintenance based on actual expense history</p>                                                                                                                                                                                              |

# DIVISION STAFF SUMMARY

Administration

Index #221000

| POSITION TITLE                        | ENACTED<br>FY 15 |           | ENACTED<br>FY 16 |           | ENACTED<br>FY 17 |             |
|---------------------------------------|------------------|-----------|------------------|-----------|------------------|-------------|
|                                       | POSITIONS        | SALARIES  | POSITIONS        | SALARIES  | POSITIONS        | SALARIES    |
| Administrative Assistant II           | 1.00             | 54,703    | 1.00             | 57,344    | 1.00             | 59,064      |
| Administrative Budget Technician II   | 1.00             | 64,485    | 1.00             | 65,485    | 1.00             | 67,449      |
| Administrative Secretary III          | 1.00             | 66,995    | 1.00             | 67,995    | 1.00             | 70,035      |
| Deputy Director of Emergency Services | 1.00             | 109,186   | 1.00             | 109,186   | 1.00             | 111,686     |
| Director of Emergency Services        | 1.00             | 127,500   | 1.00             | 123,500   | 1.00             | 124,500     |
| Grants Coordinator                    | 1.00             | 68,054    | 1.00             | 69,054    | 1.00             | 71,126      |
| Management Assistant I                | 1.00             | 67,000    | 0.00             | 0         | 0.00             | 0           |
| Management Assistant II               | 1.00             | 78,330    | 0.00             | 0         | 0.00             | 0           |
| Planner I                             | 0.00             | 0         | 1.00             | 51,000    | 1.00             | 52,530      |
| Planner II                            | 2.00             | 126,678   | 2.00             | 131,356   | 2.00             | 135,297     |
| Public Safety Supervisor              | 1.00             | 60,668    | 1.00             | 61,668    | 1.00             | 63,518      |
| <b>FULL-TIME SALARIES</b>             | 11.00            | 823,599   | 10.00            | 736,588   | 10.00            | 755,205     |
| <b>SALARY OFFSET</b>                  |                  | (121,667) |                  | (180,946) |                  | (180,946) A |
| <b>TOTAL FULL-TIME SALARIES</b>       | 11.00            | 701,932   | 10.00            | 555,642   | 10.00            | 574,259     |
| <b>TEMPORARY SALARIES</b>             |                  | 0         |                  | 66,300    |                  | 64,755 B    |
| <b>SALARY TOTAL</b>                   | 11.00            | 701,932   | 10.00            | 621,942   | 10.00            | 639,014     |

# DIVISION STAFF SUMMARY

Administration

Index #221000

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|----------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES       | POSITIONS        | SALARIES         |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                |                  |                  |
| Pension & Retirement                 |                  | 74,527             |                  | 73,659         |                  | 79,031           |
| Workers' Compensation                |                  | 12,352             |                  | 3,003          |                  | 6,600            |
| Health Benefits                      |                  | 128,354            |                  | 118,712        |                  | 178,217          |
| Overtime & Shift Differential        |                  | 32,000             |                  | 32,000         |                  | 32,000           |
| PEHP                                 |                  | 17,728             |                  | 13,560         |                  | 11,244           |
| FICA                                 |                  | 64,802             |                  | 69,938         |                  | 64,802           |
| Miscellaneous                        |                  | 1,540              |                  | 1,540          |                  | 1,540            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>331,303</b>     |                  | <b>312,412</b> |                  | <b>373,434</b>   |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>11.00</b>     | <b>1,033,235 *</b> | <b>10.00</b>     | <b>934,354</b> | <b>10.00</b>     | <b>1,012,448</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

A - Salary Offset available from Exelon Grant

B - Temporary Salary for Building Attendants

|                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------|
| <p><b>DEPARTMENT OF EMERGENCY SERVICES</b><br/><b>Emergency Communications Center</b><br/><b>Index #222100</b></p> |
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**ORIGIN/PURPOSE:**

Two-thirds of the employees of The Harford County Department of Emergency Services staff the 9-1-1 center. They are responsible for answering emergency and non-emergency calls for service 24 hours a day, 365 days a year and dispatches police, fire, EMS and law enforcement. The 9-1-1 Center employs a highly trained staff using the latest in technology in order to maintain our high commitment to public safety. It is our goal to provide a high level of customer service to the public and First Responders and maintain customer satisfaction at an extraordinary level.

**FY 17 GOALS:**

TO DEVELOP NEEDS AND IMPLEMENTATION PLAN FOR NEXT GENERATION 911 (NG911).

TO EXPLORE IMPLEMENTATION OF LOW CODE AND NURSE TRIAGE SYSTEM IMPLEMENTED DIRECTLY INTO THE 911 COMMUNICATION CENTER AS AN ALTERNATE REFERRAL OPTION TO PATIENTS WITH NON-LIFE THREATENING, NON-EMERGENCY LOW ACUITY DETERMINANT CODES WITH THE GOAL OF REDUCING THE IMPACT ON THE COUNTY'S EMS SERVICE AND REDUCING NON-EMERGENT CALLS BY 20%.

TO ACHIEVE AT A MINIMUM OF 90%, ANSWERING ALL INCOMING 911 EMERGENCY CALLS WITHIN TEN SECONDS OF CONNECTION DURING THE BUSIEST HOUR.

TO ANSWER 95% OF THE 911 CALLS WITHIN 20 SECONDS DURING THE BUSIEST HOUR.

TO PURSUE A RADIO AND TELEPHONE QUALITY ASSURANCE PROGRAM TO COINCIDE WITH OUR CURRENT PROTOCOL QUALITY ASSURANCE PROGRAM.

TO PROMOTE ORGANIZATIONAL CHANGES IN ACCORDANCE WITH THE DES CAREER LADDER GUIDELINES AND CONTROL EXPENSES IN THE 911 CALL CENTER.

|                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>DEPARTMENT OF EMERGENCY SERVICES</b><br/> <b>Emergency Communications Center</b><br/> <b>Index #222100</b></p> |
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**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17        |
|-------------------------------------|-------------------------|-------------------------|-----------------------------|--------------------------------|-------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                         |                         |                             |                                |                         |
| 10 PERSONAL SERVICES                | 5,338,952               | 5,280,371               | 5,461,015                   | 5,676,592                      | 5,676,592               |
| 20 CONTRACTUAL SERVICES             | 575,342                 | 620,842                 | 620,075                     | 754,575                        | 754,575                 |
| 30 SUPPLIES AND MATERIALS           | 8,052                   | 9,344                   | 7,000                       | 7,000                          | 7,000                   |
| 40 BUSINESS AND TRAVEL              | 18,289                  | 20,029                  | 17,750                      | 17,250                         | 17,250                  |
| 70 MISCELLANEOUS                    | 0                       | 0                       | 13,560                      | 11,244                         | 11,244                  |
| <b>GRAND TOTAL</b>                  | <b><u>5,940,635</u></b> | <b><u>5,930,586</u></b> | <b><u>6,119,400</u></b>     | <b><u>6,466,661</u></b>        | <b><u>6,466,661</u></b> |
| <b><u>FUNDING SOURCE:</u></b>       |                         |                         |                             |                                |                         |
| 11 GENERAL                          | <b><u>5,940,635</u></b> | <b><u>5,930,586</u></b> | <b><u>6,119,400</u></b>     | <b><u>6,466,661</u></b>        | <b><u>6,466,661</u></b> |

|                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>DEPARTMENT OF EMERGENCY SERVICES</b><br/> <b>Emergency Communications Center</b><br/> <b>Index #222100</b></p> |
|--------------------------------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| FY 16     | FY 17     | CHANGE  | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                          |
|-----------|-----------|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5,461,015 | 5,676,592 | 215,577 | <p><u>PERSONAL SERVICES</u> increase \$215,577</p> <p>Increase is the net result of the FY 17 Merit salary increase of 3% as well as adjustments in temporary salaries, pension, workers' compensation, health benefits and FICA.</p>                     |
| 620,075   | 754,575   | 134,500 | <p><u>CONTRACTUAL SERVICES</u> increase \$134,500</p> <p>Increase is the net result of additional funds in telephone service for added trunk lines and emergency reporting systems offset by reduction in electricity based on actual expense history</p> |
| 17,750    | 17,250    | (500)   | <p><u>BUSINESS AND TRAVEL</u> decrease (\$500)</p> <p>Decrease is the net result of adjustments to meals and mileage based on actual expense history</p>                                                                                                  |
| 13,560    | 11,244    | (2,316) | <p><u>MISCELLANEOUS</u> decrease (\$2,316)</p> <p>Decrease is the net result of less funding required for PEHP (Post Employment Health Plan) for grant employees</p>                                                                                      |



**DIVISION STAFF SUMMARY**  
**Emergency Communications Center**  
**Index #222100**

| POSITION TITLE                         | ENACTED<br>FY 15    |                           | ENACTED<br>FY 16    |                         | ENACTED<br>FY 17    |                         |
|----------------------------------------|---------------------|---------------------------|---------------------|-------------------------|---------------------|-------------------------|
|                                        | POSITIONS           | SALARIES                  | POSITIONS           | SALARIES                | POSITIONS           | SALARIES                |
| Database Administrator                 | 0                   | 0                         | 0.00                | 0                       | 1.00                | 54,384                  |
| Public Safety Dispatcher, Probationary | 1.00                | 183,616                   | 1.00                | 30,200                  | 1.00                | 31,106                  |
| Public Safety Dispatcher I             | 10.00               | 168,148                   | 10.00               | 343,648                 | 6.00                | 212,102                 |
| Public Safety Dispatcher II            | 7.00                | 192,468                   | 7.00                | 274,068                 | 11.00               | 438,026                 |
| Public Safety Dispatcher III           | 41.00               | 2,037,735                 | 41.00               | 1,909,631               | 40.00               | 1,931,185               |
| Public Safety Manager                  | 2.00                | 66,798                    | 2.00                | 132,499                 | 2.00                | 136,474                 |
| Public Safety Shift Manager            | 3.00                | 191,095                   | 3.00                | 194,095                 | 3.00                | 199,918                 |
| Public Safety Supervisor               | 8.00                | 448,330                   | 8.00                | 438,562                 | 8.00                | 451,719                 |
| <b>FULL-TIME SALARIES</b>              | <u>72.00</u>        | <u>3,288,190</u>          | <u>72.00</u>        | <u>3,322,703</u>        | <u>72.00</u>        | <u>3,454,914</u>        |
| <b>SALARY OFFSET</b>                   |                     | <u>(70,100)</u>           |                     |                         |                     |                         |
| <b>TOTAL FULL-TIME SALARIES</b>        | <u>72.00</u>        | <u>3,218,090</u>          | <u>72.00</u>        | <u>3,322,703</u>        | <u>72.00</u>        | <u>3,454,914</u>        |
| <b>TEMPORARY SALARIES</b>              |                     | <u>43,000</u>             |                     | <u>43,000</u>           |                     | <u>45,348</u>           |
| <b>SALARY TOTAL</b>                    | <u><b>72.00</b></u> | <u><b>3,261,090</b></u>   | <u><b>72.00</b></u> | <u><b>3,365,703</b></u> | <u><b>72.00</b></u> | <u><b>3,500,262</b></u> |
| <b>OTHER PERSONAL SERVICES</b>         |                     |                           |                     |                         |                     |                         |
| Pension & Retirement                   |                     | 321,809                   |                     | 332,270                 |                     | 345,491                 |
| Workers' Compensation                  |                     | 22,551                    |                     | 8,698                   |                     | 17,202                  |
| Health Benefits                        |                     | 840,213                   |                     | 876,877                 |                     | 932,385                 |
| Overtime & Shift Differential          |                     | 470,000                   |                     | 470,000                 |                     | 470,000                 |
| PEHP                                   |                     | 70,912                    |                     | 103,956                 |                     | 97,448                  |
| FICA                                   |                     | 285,428                   |                     | 293,431                 |                     | 303,724                 |
| Miscellaneous                          |                     | 9,940                     |                     | 10,080                  |                     | 10,080                  |
| <b>TOTAL OTHER PERSONAL SERVICES</b>   |                     | <u><b>2,020,853</b></u>   |                     | <u><b>2,095,312</b></u> |                     | <u><b>2,176,330</b></u> |
| <b>TOTAL PERSONAL SERVICES</b>         | <u><b>72.00</b></u> | <u><b>5,281,943 *</b></u> | <u><b>72.00</b></u> | <u><b>5,461,015</b></u> | <u><b>72.00</b></u> | <u><b>5,676,592</b></u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT OF EMERGENCY SERVICES**  
**Support Services**  
**Index #222200**

**ORIGIN/PURPOSE:**

The Support Services staff provides for all areas of communication, information technology and Hazmat Response as well as the County's Mobile Communication Unit.

Support Services is responsible for the implementation of and recordkeeping associated with the Superfund Amendments and Reauthorization Act (SARA) Title III Law. This law mandates reporting of certain chemical inventories and regulates the responsibility of local jurisdictions pertaining to Hazardous Material Response and Community Right-to-Know planning.

SARA Title III, acts as the administrative arm of the Local Emergency Planning Committee (LEPC). Approximately 180 facilities in Harford County report to this committee. Site inspection of selected facilities that report under SARA Title III, are conducted by this agency.

The Support Services staff provides/maintains the operations and maintenance of the radio system infrastructures (including mobile and portable radios, pagers, mobile data equipment) and computer network and specialized software (Computer Aided Dispatch, Message Switch, etc)

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 643,455                  | 721,369                  | 645,374                              | 670,410                                 | 670,410                  |
| 20 CONTRACTUAL SERVICES             | 1,950,380                | 1,483,483                | 1,701,724                            | 1,546,300                               | 1,546,300                |
| 30 SUPPLIES AND MATERIALS           | 26,500                   | 71,113                   | 15,000                               | 14,000                                  | 14,000                   |
| 40 BUSINESS AND TRAVEL              | 7,678                    | 4,915                    | 7,525                                | 6,050                                   | 6,050                    |
| 50 CAPITAL OUTLAY                   | 2,625                    | 89,854                   | 0                                    | 0                                       | 0                        |
| 80 INTER-GOVERNMENTAL               | 721                      | 0                        | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b><u>2,631,359</u></b>  | <b><u>2,370,734</u></b>  | <b><u>2,369,623</u></b>              | <b><u>2,236,760</u></b>                 | <b><u>2,236,760</u></b>  |

**FUNDING SOURCE:**

|            |                         |                         |                         |                         |                         |
|------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL | <b><u>2,631,359</u></b> | <b><u>2,370,734</u></b> | <b><u>2,369,623</u></b> | <b><u>2,236,760</u></b> | <b><u>2,236,760</u></b> |
|------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

|                                                                                                                                   |
|-----------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>DEPARTMENT OF EMERGENCY SERVICES</b><br/> <b>Support Services</b><br/> <b>Index #222200</b></p> |
|-----------------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                                                               |
|--------------|--------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 645,374      | 670,410      | 25,036        | <p><u>PERSONAL SERVICES</u> increase \$25,036</p> <p>Increase is the net result of the FY 17 Merit salary increase of 3% as well as adjustments to workers' compensation and health benefits. Offset by staff turnover and reductions to pension and PEHP (Post Employment Health Plan)</p>                                                           |
| 1,701,724    | 1,546,300    | (155,424)     | <p><u>CONTRACTUAL SERVICES</u> decrease (\$155,424)</p> <p>Decrease is the net result of less funding needed for county facility repair and renovations, communication service and operating equipment. Offset slightly by adjustments to space and real estate rental, telephone and building custodial services based on actual expense history</p> |
| 15,000       | 14,000       | (1,000)       | <p><u>SUPPLIES AND MATERIALS</u> decrease (\$1,000)</p> <p>Decrease is the net result of less funding needed for computer supplies based on actual expense history</p>                                                                                                                                                                                |
| 7,525        | 6,050        | (1,475)       | <p><u>BUSINESS AND TRAVEL</u> decrease (\$1,475)</p> <p>Decrease is the net result of less funding needed for vehicle maintenance based on actual expense history</p>                                                                                                                                                                                 |

# DIVISION STAFF SUMMARY

## Support Services

Index #222200

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Computer System Engineer IV          | 1.00             | 73,127           | 1.00             | 74,127         | 1.00             | 76,351         |
| Electronic Services Technician       | 3.00             | 148,350          | 1.00             | 43,500         | 2.00             | 87,056         |
| Planner I                            | 2.00             | 93,156           | 1.00             | 44,156         | 1.00             | 45,481         |
| Public Safety Dispatcher III         | 0.00             | 0                | 1.00             | 42,496         | 0.00             | 0              |
| Public Safety Manager                | 2.00             | 145,478          | 2.00             | 150,478        | 2.00             | 154,992        |
| Public Safety Shift Manager          | 0.00             | 0                | 1.00             | 65,000         | 1.00             | 66,950         |
| Public Safety Supervisor             | 1.00             | 70,973           | 0.00             | 0              | 0.00             | 0              |
| <b>FULL-TIME SALARIES</b>            | 9.00             | 531,084          | 7.00             | 419,757        | 7.00             | 430,830        |
| <b>SALARY OFFSET</b>                 |                  | (50,000)         |                  | 0              |                  | 0              |
| <b>SALARY TOTAL</b>                  | <b>9.00</b>      | <b>481,084</b>   | <b>7.00</b>      | <b>419,757</b> | <b>7.00</b>      | <b>430,830</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension & Retirement                 |                  | 53,108           |                  | 41,976         |                  | 43,083         |
| Workers' Compensation                |                  | 7,530            |                  | 1,858          |                  | 3,810          |
| Health Benefits                      |                  | 124,637          |                  | 118,660        |                  | 130,261        |
| Overtime & Shift Differential        |                  | 19,500           |                  | 19,500         |                  | 19,500         |
| PEHP                                 |                  | 13,296           |                  | 9,040          |                  | 7,496          |
| FICA                                 |                  | 42,120           |                  | 33,603         |                  | 34,450         |
| Miscellaneous                        |                  | 1,260            |                  | 980            |                  | 980            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>261,451</b>   |                  | <b>225,617</b> |                  | <b>239,580</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>9.00</b>      | <b>742,535 *</b> | <b>7.00</b>      | <b>645,374</b> | <b>7.00</b>      | <b>670,410</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT OF EMERGENCY SERVICES**  
**Volunteer Fire Companies**  
**Index #223000**

**ORIGIN/PURPOSE:**

The Volunteer Fire and Ambulance Companies in Harford County respond to all fire, ambulance and rescue incidents occurring within county boundaries and upon request, respond to emergency situations in neighboring jurisdictions. Harford County is one of the largest counties in the United States to still maintain an all volunteer status.

In accordance with Chapter 1, Section 33, of the Harford County Code and in recognition of this dedicated volunteer service, and in as much as this service represents a substantial savings to Harford County and its residents, funds are provided through this budgetary account to support the Association of the Volunteer Fire & Emergency Medical Services of Harford County, Inc.

**FY 17 GOAL:**

TO PRESENT COUNTY LEGISLATION MANDATING THAT FUTURE RETIREMENT AND ASSISTED LIVING COMMUNITIES HAVE EMS SERVICES ON SITE THEREBY REDUCING THE EMS RESPONSE WORKLOAD BY 15%.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 20 CONTRACTUAL SERVICES             | 406,672                  | 419,671                  | 450,000                              | 510,000                                 | 510,000                  |
| 70 MISCELLANEOUS                    | 6,274,642                | 6,274,642                | 6,274,642                            | 6,274,642                               | 6,274,642                |
| <b>GRAND TOTAL</b>                  | <b>6,681,314</b>         | <b>6,694,313</b>         | <b>6,724,642</b>                     | <b>6,784,642</b>                        | <b>6,784,642</b>         |
| <b><u>FUNDING SOURCE:</u></b>       |                          |                          |                                      |                                         |                          |
| 11 GENERAL                          | 6,681,314                | 6,694,313                | 6,724,642                            | 6,784,642                               | 6,784,642                |

|                                                                                                                              |
|------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>DEPARTMENT OF EMERGENCY SERVICES</b><br/> <b>Volunteer Fire Companies</b><br/> <b>Index #223000</b></p> |
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**FINANCIAL NOTES:**

| FY 16   | FY 17   | CHANGE | EXPLANATION OF INCREASE/DECREASE                                                                                             |
|---------|---------|--------|------------------------------------------------------------------------------------------------------------------------------|
| 450,000 | 510,000 | 60,000 | <u>CONTRACTUAL SERVICES</u> increase \$60,000<br>Other Insurance - Worker's Compensation Insurance increase based on actuals |

|               |                  |                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |       |       |         |         |         |          |         |         |       |         |         |          |         |         |             |         |         |               |         |         |               |         |         |          |         |         |            |         |         |           |         |         |       |         |         |             |         |         |  |                  |                  |
|---------------|------------------|------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|-------|-------|---------|---------|---------|----------|---------|---------|-------|---------|---------|----------|---------|---------|-------------|---------|---------|---------------|---------|---------|---------------|---------|---------|----------|---------|---------|------------|---------|---------|-----------|---------|---------|-------|---------|---------|-------------|---------|---------|--|------------------|------------------|
| 6,274,642     | 6,274,642        | 0                | <u>MISCELLANEOUS</u>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |       |       |         |         |         |          |         |         |       |         |         |          |         |         |             |         |         |               |         |         |               |         |         |          |         |         |            |         |         |           |         |         |       |         |         |             |         |         |  |                  |                  |
|               |                  |                  | Payments to Volunteer Fire Companies                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |  |       |       |         |         |         |          |         |         |       |         |         |          |         |         |             |         |         |               |         |         |               |         |         |          |         |         |            |         |         |           |         |         |       |         |         |             |         |         |  |                  |                  |
|               |                  |                  | <table><tr><td></td><td>FY 16</td><td>FY 17</td></tr><tr><td>Bel Air</td><td>911,182</td><td>911,182</td></tr><tr><td>Abingdon</td><td>760,279</td><td>760,279</td></tr><tr><td>Joppa</td><td>724,668</td><td>724,668</td></tr><tr><td>Aberdeen</td><td>639,532</td><td>639,532</td></tr><tr><td>Susquehanna</td><td>394,598</td><td>394,598</td></tr><tr><td>HDG Ambulance</td><td>219,284</td><td>219,284</td></tr><tr><td>Jarrettsville</td><td>466,444</td><td>466,444</td></tr><tr><td>Fallston</td><td>482,374</td><td>482,374</td></tr><tr><td>Darlington</td><td>382,929</td><td>382,929</td></tr><tr><td>Whiteford</td><td>371,722</td><td>371,722</td></tr><tr><td>Level</td><td>403,448</td><td>403,448</td></tr><tr><td>Norrisville</td><td>358,304</td><td>358,304</td></tr><tr><td></td><td><u>6,114,764</u></td><td><u>6,114,764</u></td></tr></table> |  | FY 16 | FY 17 | Bel Air | 911,182 | 911,182 | Abingdon | 760,279 | 760,279 | Joppa | 724,668 | 724,668 | Aberdeen | 639,532 | 639,532 | Susquehanna | 394,598 | 394,598 | HDG Ambulance | 219,284 | 219,284 | Jarrettsville | 466,444 | 466,444 | Fallston | 482,374 | 482,374 | Darlington | 382,929 | 382,929 | Whiteford | 371,722 | 371,722 | Level | 403,448 | 403,448 | Norrisville | 358,304 | 358,304 |  | <u>6,114,764</u> | <u>6,114,764</u> |
|               | FY 16            | FY 17            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |       |       |         |         |         |          |         |         |       |         |         |          |         |         |             |         |         |               |         |         |               |         |         |          |         |         |            |         |         |           |         |         |       |         |         |             |         |         |  |                  |                  |
| Bel Air       | 911,182          | 911,182          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |       |       |         |         |         |          |         |         |       |         |         |          |         |         |             |         |         |               |         |         |               |         |         |          |         |         |            |         |         |           |         |         |       |         |         |             |         |         |  |                  |                  |
| Abingdon      | 760,279          | 760,279          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |       |       |         |         |         |          |         |         |       |         |         |          |         |         |             |         |         |               |         |         |               |         |         |          |         |         |            |         |         |           |         |         |       |         |         |             |         |         |  |                  |                  |
| Joppa         | 724,668          | 724,668          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |       |       |         |         |         |          |         |         |       |         |         |          |         |         |             |         |         |               |         |         |               |         |         |          |         |         |            |         |         |           |         |         |       |         |         |             |         |         |  |                  |                  |
| Aberdeen      | 639,532          | 639,532          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |       |       |         |         |         |          |         |         |       |         |         |          |         |         |             |         |         |               |         |         |               |         |         |          |         |         |            |         |         |           |         |         |       |         |         |             |         |         |  |                  |                  |
| Susquehanna   | 394,598          | 394,598          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |       |       |         |         |         |          |         |         |       |         |         |          |         |         |             |         |         |               |         |         |               |         |         |          |         |         |            |         |         |           |         |         |       |         |         |             |         |         |  |                  |                  |
| HDG Ambulance | 219,284          | 219,284          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |       |       |         |         |         |          |         |         |       |         |         |          |         |         |             |         |         |               |         |         |               |         |         |          |         |         |            |         |         |           |         |         |       |         |         |             |         |         |  |                  |                  |
| Jarrettsville | 466,444          | 466,444          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |       |       |         |         |         |          |         |         |       |         |         |          |         |         |             |         |         |               |         |         |               |         |         |          |         |         |            |         |         |           |         |         |       |         |         |             |         |         |  |                  |                  |
| Fallston      | 482,374          | 482,374          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |       |       |         |         |         |          |         |         |       |         |         |          |         |         |             |         |         |               |         |         |               |         |         |          |         |         |            |         |         |           |         |         |       |         |         |             |         |         |  |                  |                  |
| Darlington    | 382,929          | 382,929          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |       |       |         |         |         |          |         |         |       |         |         |          |         |         |             |         |         |               |         |         |               |         |         |          |         |         |            |         |         |           |         |         |       |         |         |             |         |         |  |                  |                  |
| Whiteford     | 371,722          | 371,722          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |       |       |         |         |         |          |         |         |       |         |         |          |         |         |             |         |         |               |         |         |               |         |         |          |         |         |            |         |         |           |         |         |       |         |         |             |         |         |  |                  |                  |
| Level         | 403,448          | 403,448          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |       |       |         |         |         |          |         |         |       |         |         |          |         |         |             |         |         |               |         |         |               |         |         |          |         |         |            |         |         |           |         |         |       |         |         |             |         |         |  |                  |                  |
| Norrisville   | 358,304          | 358,304          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |       |       |         |         |         |          |         |         |       |         |         |          |         |         |             |         |         |               |         |         |               |         |         |          |         |         |            |         |         |           |         |         |       |         |         |             |         |         |  |                  |                  |
|               | <u>6,114,764</u> | <u>6,114,764</u> |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |  |       |       |         |         |         |          |         |         |       |         |         |          |         |         |             |         |         |               |         |         |               |         |         |          |         |         |            |         |         |           |         |         |       |         |         |             |         |         |  |                  |                  |

Funds provided for support services:

|                    |                |                |
|--------------------|----------------|----------------|
|                    | FY 16          | FY 17          |
| Fire Training      | 8,010          | 8,010          |
| Administration     | 13,734         | 13,734         |
| Safety             | 1,144          | 1,144          |
| Fire Prevention    | 19,456         | 19,456         |
| EMS Ops & Training | 57,222         | 57,222         |
| Recruitment        | 12,590         | 12,590         |
| Immunizations      | 5,722          | 5,722          |
| Trainee Program    | 42,000         | 42,000         |
|                    | <u>159,878</u> | <u>159,878</u> |

**DEPARTMENT OF EMERGENCY SERVICES**  
**Hazardous Materials Response Team**  
**Index #225000**

**ORIGIN/PURPOSE:**

The Harford County Hazardous Materials Response Team (HAZMAT) was founded to respond to certain hazardous materials incidents to assist the Volunteer Fire Companies of Harford County in controlling spills, leaks and releases of toxic, flammable, or environmentally threatening chemicals. All members of the team must be certified HAZMAT technicians as required by The Occupational Safety and Health Administration (OSHA).

The team investigates, in cooperation with local enforcement agencies and the Maryland Department of the Environment, alleged environmental crime.

**FY 17 GOALS:**

TO PROVIDE EFFECTIVE AND EFFICIENT HAZMAT RESPONSE.

TO ASSURE PREVENTION OF HAZMAT INCIDENTS THROUGH INSPECTION AND PUBLIC EDUCATION PROGRAMS.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 216,933                  | 196,281                  | 265,255                              | 277,583                                 | 277,583                  |
| 20 CONTRACTUAL SERVICES             | 26,938                   | 23,905                   | 64,042                               | 71,125                                  | 71,125                   |
| 30 SUPPLIES AND MATERIALS           | 51,498                   | 42,575                   | 44,800                               | 42,800                                  | 42,800                   |
| 40 BUSINESS AND TRAVEL              | 26,428                   | 26,365                   | 26,200                               | 26,000                                  | 26,000                   |
| 70 MISCELLANEOUS                    | 8,235                    | 5,644                    | 12,066                               | 11,975                                  | 11,975                   |
| 80 INTER-GOVERNMENTAL               | 388                      | 1,146                    | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>330,420</b>           | <b>295,916</b>           | <b>412,363</b>                       | <b>429,483</b>                          | <b>429,483</b>           |

**FUNDING SOURCE:**

|            |                |                |                |                |                |
|------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL | <b>330,420</b> | <b>295,916</b> | <b>412,363</b> | <b>429,483</b> | <b>429,483</b> |
|------------|----------------|----------------|----------------|----------------|----------------|

|                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>DEPARTMENT OF EMERGENCY SERVICES</b><br/> <b>Hazardous Materials Response Team</b><br/> <b>Index #225000</b></p> |
|---------------------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                      |
|--------------|--------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 265,255      | 277,583      | 12,328        | <p><u>PERSONAL SERVICES</u> increase \$12,328</p> <p>Increase is the net result of the FY 17 Merit salary increase of 3% as well as adjustments to temporary salaries, pension, workers' compensation and health benefits.</p>                               |
| 64,042       | 71,125       | 7,083         | <p><u>CONTRACTUAL SERVICES</u> increase \$7,083</p> <p>Increase is the net result of additional funds needed for space and real estate rental and telephone service. Offset by less funds needed for operating equipment based on actual expense history</p> |
| 44,800       | 42,800       | (2,000)       | <p><u>SUPPLIES AND MATERIALS</u> decrease (\$2,000)</p> <p>Decrease in funding for safety equipment based on actual expense history</p>                                                                                                                      |



**DIVISION STAFF SUMMARY**  
**Hazmat Response Team**  
**Index #225000**

| POSITION TITLE                       | ENACTED<br>FY 15   |                         | ENACTED<br>FY 16   |                       | ENACTED<br>FY 17   |                       |
|--------------------------------------|--------------------|-------------------------|--------------------|-----------------------|--------------------|-----------------------|
|                                      | POSITIONS          | SALARIES                | POSITIONS          | SALARIES              | POSITIONS          | SALARIES              |
| Public Safety Hazmat Manager         | <u>1.00</u>        | <u>50,249</u>           | <u>1.00</u>        | <u>51,249</u>         | <u>1.00</u>        | <u>52,786</u>         |
| <b>TOTAL FULL-TIME SALARIES</b>      | <u>1.00</u>        | <u>50,249</u>           | <u>1.00</u>        | <u>51,249</u>         | <u>1.00</u>        | <u>52,786</u>         |
| <b>TEMPORARY SALARIES</b>            | <u></u>            | <u>151,600</u>          | <u></u>            | <u>151,600</u>        | <u></u>            | <u>152,014 A</u>      |
| <b>SALARY TOTAL</b>                  | <u><b>1.00</b></u> | <u><b>201,849</b></u>   | <u><b>1.00</b></u> | <u><b>202,849</b></u> | <u><b>1.00</b></u> | <u><b>204,800</b></u> |
| <b>OTHER PERSONAL SERVICES</b>       |                    |                         |                    |                       |                    |                       |
| Pension & Retirement                 |                    | 0                       |                    | 5,125                 |                    | 10,952                |
| Workers' Compensation                |                    | 1,337                   |                    | 277                   |                    | 4,169                 |
| Health Benefits                      |                    | 16,625                  |                    | 14,218                |                    | 14,727                |
| Overtime & Shift Differential        |                    | 25,200                  |                    | 25,200                |                    | 25,200                |
| FICA                                 |                    | 17,369                  |                    | 17,446                |                    | 17,595                |
| Miscellaneous                        | <u></u>            | <u>140</u>              | <u></u>            | <u>140</u>            | <u></u>            | <u>140</u>            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                    | <b>60,671</b>           |                    | <b>62,406</b>         |                    | <b>72,783</b>         |
| <b>TOTAL PERSONAL SERVICES</b>       | <u><b>1.00</b></u> | <u><b>262,520 *</b></u> | <u><b>1.00</b></u> | <u><b>265,255</b></u> | <u><b>1.00</b></u> | <u><b>277,583</b></u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

A - Temporary Salaries provide for Hazmat Technicians

**DEPARTMENT OF EMERGENCY SERVICES**  
**Rescue Support**  
**Index #226000**

**ORIGIN/PURPOSE:**

The Department of Emergency Services will support and provide coordination and services for the Harford County Volunteer Fire and EMS Association Tactical Response Team (TRT). The Team responds to certain technical rescue situations including high angle rescue, dive team/swift water rescue, trench rescue and any technical type of rescue which requires training in specialized equipment necessary to handle the situation. All members of the team must be certified as required by The Occupational Safety and Health Administration (OSHA).

**FY 17 GOAL:**

TO PROVIDE COORDINATED AND SPECIALIZED HIGH RISK RECUES IN SUPPORT OF THE LOCAL VOLUNTEER FIRE AND EMS SERVICES.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 0                        | 24,826                   | 32,295                               | 56,078                                  | 56,078                   |
| 20 CONTRACTUAL SERVICES             |                          | 13,261                   | 44,000                               | 55,500                                  | 55,500                   |
| 30 SUPPLIES AND MATERIALS           |                          | 1,152                    | 24,000                               | 14,000                                  | 14,000                   |
| 40 BUSINESS AND TRAVEL              |                          | 4,595                    | 7,000                                | 19,500                                  | 19,500                   |
| 70 MISCELLANEOUS                    | 0                        | 1,412                    | 5,000                                | 5,000                                   | 5,000                    |
| <b>GRAND TOTAL</b>                  | <b>0</b>                 | <b>45,246</b>            | <b>112,295</b>                       | <b>150,078</b>                          | <b>150,078</b>           |
| <b><u>FUNDING SOURCE:</u></b>       |                          |                          |                                      |                                         |                          |
| 11 GENERAL                          | 0                        | 45,246                   | 112,295                              | 150,078                                 | 150,078                  |

|                                                                                                                    |
|--------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>DEPARTMENT OF EMERGENCY SERVICES</b><br/> <b>Rescue Support</b><br/> <b>Index #226000</b></p> |
|--------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| FY 16  | FY 17  | CHANGE   | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                           |
|--------|--------|----------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 32,295 | 56,078 | 23,783   | <p><u>PERSONAL SERVICES</u> increase \$23,783</p> <p>Personal Services increase is the net result of additional funds for temporary salaries, workers' compensation overtime and FICA based on actual expense history.</p> |
| 44,000 | 55,500 | 11,500   | <p><u>CONTRACTUAL SERVICES</u> increase \$11,500</p> <p>Electricity and telephone cost increase based on actual expense history</p>                                                                                        |
| 24,000 | 14,000 | (10,000) | <p><u>SUPPLIES AND MATERIALS</u> decrease (\$10,000)</p> <p>Less funding required for safety equipment based on actual expense history</p>                                                                                 |
| 7,000  | 19,500 | 12,500   | <p><u>BUSINESS AND TRAVEL</u> increase \$12,500</p> <p>Additional funds provided for vehicle maintenance and fuel charges based on actual expense history</p>                                                              |

**DIVISION STAFF SUMMARY**  
**Rescue Support**  
**Index #226000**

| POSITION TITLE                | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |               | ENACTED<br>FY 17 |               |
|-------------------------------|------------------|------------------|------------------|---------------|------------------|---------------|
|                               | POSITIONS        | SALARIES         | POSITIONS        | SALARIES      | POSITIONS        | SALARIES      |
| TEMPORARY SALARIES            |                  | 100,000          |                  | 30,000        |                  | 40,995 A      |
| SALARY TOTAL                  | <u>0.00</u>      | <u>100,000</u>   | <u>0.00</u>      | <u>30,000</u> | <u>0.00</u>      | <u>40,995</u> |
|                               |                  |                  |                  |               |                  |               |
| OTHER PERSONAL SERVICES       |                  |                  |                  |               |                  |               |
| Workers' Compensation         |                  | 0                |                  | 0             | 0.00             | 967           |
| Overtime & Shift Differential |                  | 0                |                  | 0             | 0.00             | 10,200        |
| FICA                          |                  | 0                |                  | 2,295         | 0.00             | 3,916         |
| TOTAL OTHER PERSONAL SERVICES |                  | 0                |                  | 2,295         | 0.00             | 15,083        |
| TOTAL PERSONAL SERVICES       | <u>0.00</u>      | <u>100,000 *</u> | <u>0.00</u>      | <u>32,295</u> | <u>0.00</u>      | <u>56,078</u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

A - Temporary Salaries provide for Rescue Technicians

### Department of Emergency Services - Anticipated FY17 Grants

| TITLE OF GRANT                                           | GRANT PURPOSE                                                                                                                                                                                                                                                                                                                    | Source of Anticipated Funding |                |             |                  | Grant Dates       | Recurring or One Time |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------------|-------------|------------------|-------------------|-----------------------|
|                                                          |                                                                                                                                                                                                                                                                                                                                  | Federal                       | State          | Other       | County Match     |                   |                       |
| Emergency Management Performance Grant                   | This grant will be used to purchase equipment for the sake of interoperability for Harford County.                                                                                                                                                                                                                               | \$130,924                     |                |             | \$130,946        | 10/1/16 - 6/30/18 | Recurring             |
| State Homeland Security Program                          | Activities may include preparation for or response to catastrophic events, provided that the activities also build capabilities that relate to terrorism. This particular funding will go toward paying salary for an emergency planner and the yearly maintenance on the Connect CTY System.                                    | \$114,308                     |                |             |                  | 9/1/16 - 5/31/17  | Recurring             |
| Urban Areas Security Initiative                          | Grant provides financial assistance to address the unique multidiscipline planning, operations, equipment, training, and exercise needs of high-threat, high-density Urban Areas, and to assist in building and sustaining capabilities to prevent, protect against, respond to, and recover from threats and acts of terrorism. | \$851,044                     |                |             |                  | 9/1/16 - 5/31/18  | Recurring             |
| Maryland Institute for Emergency Medical Services System | Grant monies to be used for mandatory Emergency Medical Dispatch Training.                                                                                                                                                                                                                                                       |                               | \$3,409        |             |                  | 9/1/16 - 6/15/17  | Recurring             |
| Hazardous Materials Emergency Preparedness Grant Program | To provide a training for a week for the Hazmat Team and also for planning purposes of a traffic study of hazardous materials entering Harford County.                                                                                                                                                                           | \$7,900                       |                |             | \$1,975          | 10/1/16 - 9/30/17 | Recurring             |
| <b>TOTALS:</b>                                           |                                                                                                                                                                                                                                                                                                                                  | <b>\$1,104,176</b>            | <b>\$3,409</b> | <b>\$ -</b> | <b>\$132,921</b> |                   |                       |

## EMERGENCY OPERATIONS OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To provide an efficient dispatch system to assure citizens an adequate response to emergencies.

### **Department Objective**

To offer correct pre- and post-dispatch instructions to emergency callers.

### **County Goal(s) Supported**

I. Public Safety

III. Efficient County Government

| Measure                                                         | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|-----------------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                            |             |             |             |             |               |
| Minimum number of positions to staff (three shifts)             | 29          | 29          | 29          | 29          | 31            |
| <b><u>Output:</u></b>                                           |             |             |             |             |               |
| Total number of 911 calls processed                             | 98,640      | 104,400     | 105,000     | 106,888     | 110,000       |
| Total number of Emergency Police dispatches (CI)                | 40,820      | 38,965      | 38,123      | 38,522      | 39,000        |
| Total number of Emergency Medical Service/Fire dispatches       | 26,195      | 26,998      | 27,002      | 28,553      | 30,000        |
| <b><u>Efficiency:</u></b>                                       |             |             |             |             |               |
| Number of Emergency Dispatch calls per minimum position         | 2,311       | 2,275       | 2,246       | 2,313       | 2,226         |
| Percent of incoming 911 calls requiring Emergency dispatch      | 67.9%       | 63.2%       | 62.0%       | 62.8%       | 62.7%         |
| <b><u>Service Quality:</u></b>                                  |             |             |             |             |               |
| Number of Emergency Service calls reviewed by Quality Assurance | 3,600       | 3,600       | 3,600       | 3,600       | 3,600         |
| <b><u>Outcome:</u></b>                                          |             |             |             |             |               |
| Percent of calls scoring above 95 percentile in QA Review       | 99.0%       | 99.0%       | 99.0%       | 99.0%       | 99.0%         |
| Percent of calls scoring above 75 percentile in QA Review       | 99.7%       | 99.7%       | 99.9%       | 99.9%       | 99.9%         |

### **Explanation and Analysis of Performance Measures**

Total calls requiring Emergency Medical Dispatch calculated from CAD dispatch stats.

## EMERGENCY SERVICES OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To assure services we offer meet the needs and expectations of citizens and field providers.

### **Department Objective**

To ensure prompt and courteous responses to incoming telephone calls.

### **County Goal(s) Supported**

I. Public Safety

III. Efficient County Government

| Measure                                           | Actual 2013 | Actual 2014 | Actual 2015 | Actual 2016 | Budget 2017 |
|---------------------------------------------------|-------------|-------------|-------------|-------------|-------------|
| <b><u>Input:</u></b>                              |             |             |             |             |             |
| Average number of staff                           | 62          | 55          | 68          | 60          | 68          |
| <b><u>Output:</u></b>                             |             |             |             |             |             |
| Number of calls received in Communications Center | 233,606     | 234,352     | 235,000     | 224,814     | 235,000     |
| Number of calls handled in 0-5 seconds            | 225,371     | 225,892     | 226,000     | 131,876     | 235,000     |
| <b><u>Efficiency:</u></b>                         |             |             |             |             |             |
| Number of calls per position per year             | 3,768       | 4,260       | 3,455       | 3,747       | 3,455       |
| <b><u>Service Quality:</u></b>                    |             |             |             |             |             |
| Number of Internal Investigations                 | 36          | 82          | 12          | 76          | 12          |
| <b><u>Outcome:</u></b>                            |             |             |             |             |             |
| Percent of calls handled in 0-5 seconds           | 96.5%       | 96.4%       | 99.9%       | 58.6%       | 95.0%       |
| Ratio of complaints to calls received             | 1: 6,489    | 1: 2,858    | 1: 19,583   | 1: 2,958    | 1:19,583    |

### **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 SERVICES OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To provide an efficient dispatch system to assure citizens an adequate response to emergencies.

### **Department Objective**

To offer correct pre- and post-dispatch instructions to emergency callers.

### **County Goal(s) Supported**

I. Public Safety

III. Efficient County Government

| Measure                                                         | Actual 2013 | Actual 2014 | Actual 2015 | Actual 2016 | Estimate 2017 |
|-----------------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                            |             |             |             |             |               |
| Minimum number of positions to staff (three shifts)             | 29          | 29          | 29          | 29          | 31            |
| <b><u>Output:</u></b>                                           |             |             |             |             |               |
| Total number of 911 calls processed                             | 98,640      | 104,400     | 105,000     | 106,888     | 110,000       |
| Total number of Emergency Police dispatches (CI)                | 40,820      | 38,965      | 38,123      | 38,522      | 39,000        |
| Total number of Emergency Medical Service/Fire dispatches       | 26,195      | 26,998      | 27,002      | 28,553      | 30,000        |
| <b><u>Efficiency:</u></b>                                       |             |             |             |             |               |
| Number of Emergency Dispatch calls per minimum position         | 2,311       | 2,275       | 2,246       | 2,313       | 2,226         |
| Percent of incoming 911 calls requiring Emergency dispatch      | 67.9%       | 63.2%       | 62.0%       | 62.8%       | 62.7%         |
| <b><u>Service Quality:</u></b>                                  |             |             |             |             |               |
| Number of Emergency Service calls reviewed by Quality Assurance | 3,600       | 3,600       | 3,600       | 3,600       | 3,600         |
| <b><u>Outcome:</u></b>                                          |             |             |             |             |               |
| Percent of calls scoring above 95 percentile in QA Review       | 99.0%       | 99.0%       | 99.0%       | 99.0%       | 99.0%         |
| Percent of calls scoring above 75 percentile in QA Review       | 99.7%       | 99.7%       | 99.9%       | 99.9%       | 99.9%         |

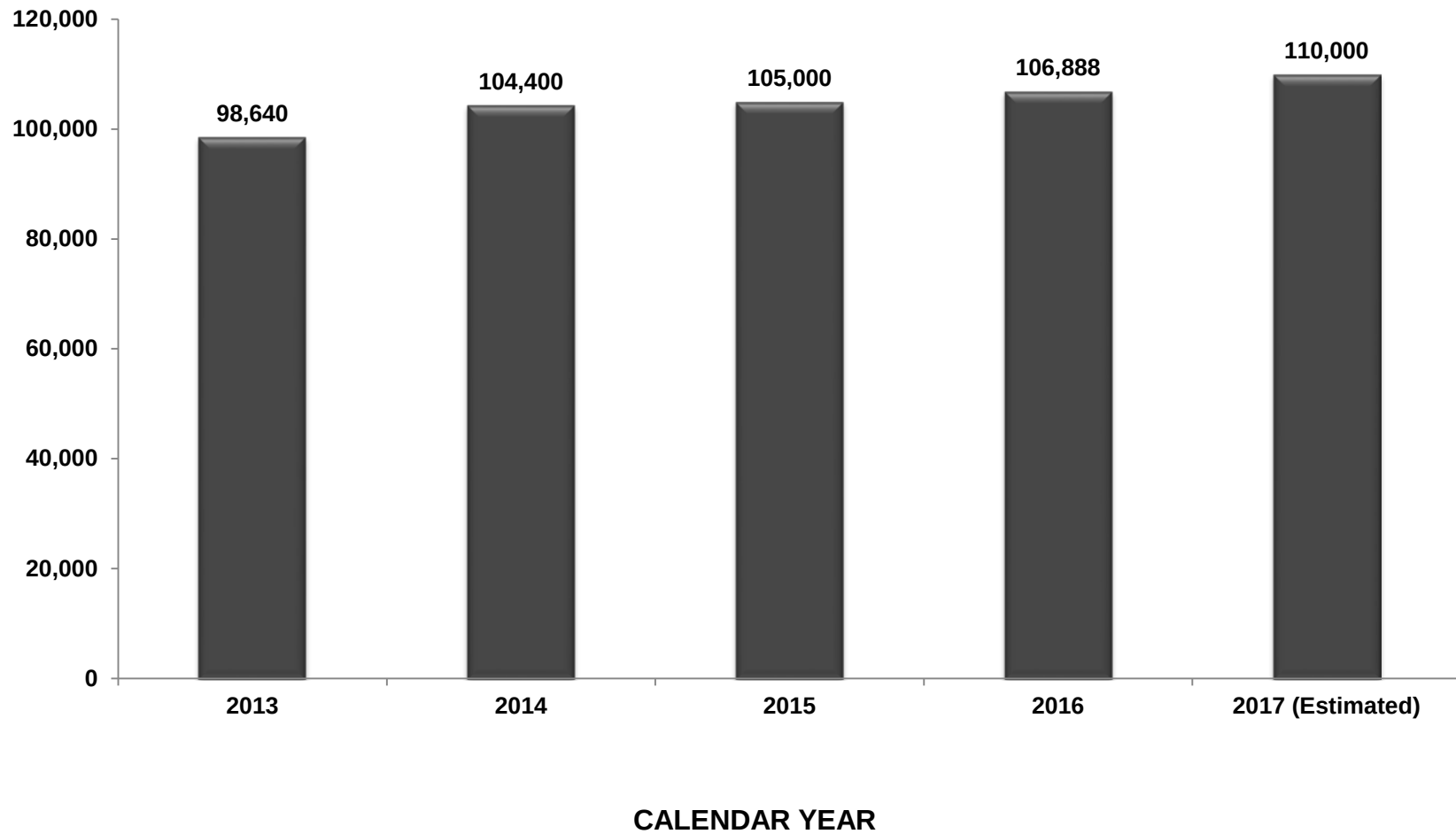
### **Explanation and Analysis of Performance Measures**

Total calls requiring Emergency Medical Dispatch calculated from CAD dispatch stats.



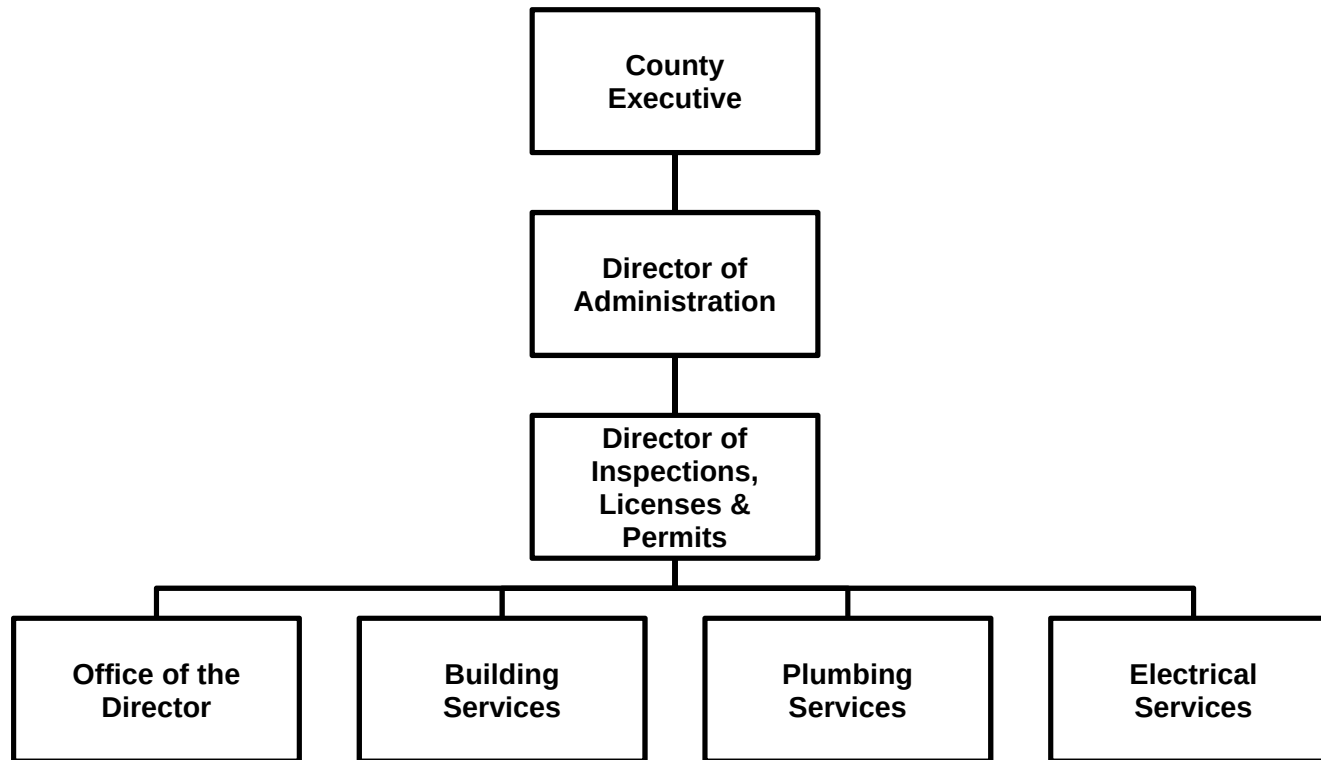
# **DEPARTMENT OF EMERGENCY SERVICES**

## **911 CALLS FOR SERVICE**



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# DEPARTMENT OF INSPECTIONS, LICENSES, & PERMITS



## INSPECTIONS, LICENSES & PERMITS

### **ORIGIN/PURPOSE:**

The Department of Inspections, Licenses and Permits (DILP), established by Harford County Code, Chapter 16, Article 1, Section 1, Bill No 78-3, is responsible for the administration and enforcement of all laws and regulations pertaining to licenses, including those relating to building and construction, plumbing, HVACR/Mechanical, and electric installations, manufactured housing, abandoned buildings and animal control. This Department has the responsibility to administer and issue all County licenses and plumbing, mechanical and electrical permits, except those specifically required by law to be issued by another County agency. Additionally, this Department renders permit and inspection services through cooperative agreements with the Town of Bel Air, City of Aberdeen, and City of Havre de Grace.

DILP has established consistent standards for all trades including reviewing and adopting applicable national codes for various trade activities; has implemented and enforced the Quality Workmanship Assurance Program and the Fast Track Program; and has provided responsive inspection services and uniform quality construction standards.

### **MISSION STATEMENT:**

THE DEPARTMENT OF INSPECTIONS LICENSES AND PERMITS ENHANCES PUBLIC SAFETY BY INSURING COMPLIANCE WITH ALL HARFORD COUNTY CODES RELATED TO BUILDING STRUCTURES. WE ISSUE PERMITS AND LICENSES, AND OFFER PROFESSIONAL GUIDANCE WITH CODE INTERPRETATIONS, REVIEWS AND INSPECTIONS FOR STRUCTURES THAT REQUIRE PERMITS WITHIN OUR JURISDICTION. WE ALSO REGISTER PROFESSIONALS IN CERTAIN TRADES. OUR DEPARTMENT ALWAYS STRIVES FOR EFFICIENCY AND PROFESSIONALISM AS WE CARRY OUT OUR VARIOUS RESPONSIBILITIES.

### **FY 17 GOALS:**

TO CREATE AN EMPLOYEE MATRIX

TO ACHIEVE NATIONAL CERTIFICATION OR AN EQUIVALENT FOR ALL EMPLOYEES WITH AT LEAST ONE TEST PER YEAR

TO IMPLEMENT ENERGGOV, THE NEW WEB BASED TECHNOLOGY

TO CREATE A CITIZEN ACCESS PORTAL

## INSPECTIONS, LICENSES & PERMITS

### ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17        |
|-------------------------------------|-------------------------|-------------------------|-----------------------------|--------------------------------|-------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                         |                         |                             |                                |                         |
| 10 PERSONAL SERVICES                | 3,423,581               | 3,242,641               | 2,583,371                   | 2,739,796                      | 2,739,796               |
| 20 CONTRACTUAL SERVICES             | 48,210                  | 45,276                  | 49,286                      | 55,513                         | 55,513                  |
| 30 SUPPLIES AND MATERIALS           | 28,216                  | 38,004                  | 28,075                      | 28,275                         | 28,275                  |
| 40 BUSINESS AND TRAVEL              | 125,330                 | 119,927                 | 91,420                      | 95,260                         | 95,260                  |
| 50 CAPITAL OUTLAY                   | 24,019                  | 11,010                  | 0                           | 0                              | 0                       |
| 70 MISCELLANEOUS                    | 2,005                   | 1,400                   | 4,200                       | 4,200                          | 4,200                   |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 0                       | 5                       | 0                           | 0                              | 0                       |
| <b>GRAND TOTAL</b>                  | <b><u>3,651,361</u></b> | <b><u>3,458,263</u></b> | <b><u>2,756,352</u></b>     | <b><u>2,923,044</u></b>        | <b><u>2,923,044</u></b> |

### **SUMMARY BY FUND:**

|                    |                         |                         |                         |                         |                         |
|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL         | <u>3,651,361</u>        | <u>3,458,263</u>        | <u>2,756,352</u>        | <u>2,923,044</u>        | <u>2,923,044</u>        |
| <b>GRAND TOTAL</b> | <b><u>3,651,361</u></b> | <b><u>3,458,263</u></b> | <b><u>2,756,352</u></b> | <b><u>2,923,044</u></b> | <b><u>2,923,044</u></b> |

### **SUMMARY BY DIVISION:**

|                    |                               |                         |                         |                         |                         |                         |
|--------------------|-------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 261000             | DIRECTOR OF DILP              | 551,813                 | 614,744                 | 687,585                 | 696,351                 | 696,351                 |
| 263000             | BUILDING SERVICES             | 1,027,184               | 868,572                 | 887,946                 | 1,012,061               | 1,012,061               |
| 264000             | PLUMBING SERVICES             | 590,897                 | 590,793                 | 573,451                 | 588,393                 | 588,393                 |
| 265000             | ELECTRICAL SERVICES           | 634,737                 | 622,404                 | 607,370                 | 626,239                 | 626,239                 |
| 266000             | MANUF. HOUSING/ABANDONED PROP | 239,781                 | 195,517                 | 0                       | 0                       | 0                       |
| 267000             | ANIMAL CONTROL                | 606,949                 | 566,233                 | 0                       | 0                       | 0                       |
| <b>GRAND TOTAL</b> |                               | <b><u>3,651,361</u></b> | <b><u>3,458,263</u></b> | <b><u>2,756,352</u></b> | <b><u>2,923,044</u></b> | <b><u>2,923,044</u></b> |

## INSPECTIONS, LICENSES & PERMITS

### FINANCIAL NOTES:

| FY 16     | FY 17     | CHANGE  | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                                                                           |
|-----------|-----------|---------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2,583,371 | 2,739,796 | 156,425 | <p><u>PERSONAL SERVICES</u> increase \$156,425</p> <p>Increase is the net result of one (1) Clerk Typist position transferred in from Planning and Zoning, the FY 17 Merit salary increase of 3%, workers' compensation and health benefits. Offset by reductions to pension and PEHP (Post Employment Health Plan).</p>                   |
| 49,286    | 55,513    | 6,227   | <p><u>CONTRACTUAL SERVICES</u> increase \$6,227</p> <p>Increase is the net result of one new wide format printer lease which is split with Planning and Zoning and existing leased copier cost now also split with Planning and Zoning as well as an increase in telephone service for upgraded wireless internet connection to iPads.</p> |
| 91,420    | 95,260    | 3,840   | <p><u>BUSINESS AND TRAVEL</u> increase \$3,840</p> <p>Additional funds provided for professional books and training seminars, courses and meetings based on actual expense history</p>                                                                                                                                                     |

**DEPARTMENT STAFF SUMMARY  
INSPECTIONS, LICENSES AND PERMITS**

| POSITION TITLE                              | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|---------------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                             | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Administrative Assistant II                 | 4.00             | 176,557            | 3.00             | 135,086          | 3.00             | 139,138          |
| Administrative Secretary II                 | 1.00             | 44,471             | 1.00             | 65,883           | 1.00             | 67,860           |
| Animal Control Officer II                   | 5.00             | 216,432            | 0.00             | 0                | 0.00             | 0                |
| Building Inspections Supervisor             | 1.00             | 90,532             | 1.00             | 91,532           | 1.00             | 94,278           |
| Chief, Animal Control Officer               | 1.00             | 64,983             | 0.00             | 0                | 0.00             | 0                |
| Chief, Housing Services                     | 1.00             | 87,124             | 0.00             | 0                | 0.00             | 0                |
| Chief, Inspections, Licenses & Permits      | 2.00             | 151,029            | 2.00             | 153,029          | 2.00             | 157,620          |
| Clerk Typist                                | 1.00             | 29,591             | 0.00             | 0                | 1.00             | 30,236           |
| Commercial Inspector                        | 3.00             | 175,073            | 2.00             | 110,530          | 2.00             | 113,846          |
| Deputy Director of DILP                     | 1.00             | 89,276             | 1.00             | 89,276           | 1.00             | 90,276           |
| Director of Inspections, Licenses & Permits | 1.00             | 126,066            | 1.00             | 110,000          | 1.00             | 111,000          |
| Inspector I                                 | 0.00             | 0                  | 3.00             | 131,700          | 0.00             | 0                |
| Inspector II                                | 7.00             | 374,032            | 4.00             | 197,003          | 7.00             | 324,987          |
| Inspector III                               | 4.00             | 247,344            | 4.00             | 235,788          | 4.00             | 244,969          |
| Management Assistant II                     | 1.00             | 67,610             | 2.00             | 154,610          | 2.00             | 159,248          |
| Permits Technician                          | 3.00             | 117,848            | 3.00             | 120,848          | 0.00             | 0                |
| Permits Technician II                       | 0.00             | 0                  | 0.00             | 0                | 3.00             | 130,806          |
| Plans Reviewer II                           | 1.00             | 52,800             | 1.00             | 53,800           | 1.00             | 55,414           |
| Senior Plans Reviewer                       | 2.00             | 141,616            | 1.00             | 71,808           | 1.00             | 73,962           |
| <b>SALARY TOTAL</b>                         | <b>39.00</b>     | <b>2,252,384</b>   | <b>29.00</b>     | <b>1,720,893</b> | <b>30.00</b>     | <b>1,793,640</b> |
| <b>OTHER PERSONAL SERVICES</b>              |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                        |                  | 225,239            |                  | 172,089          |                  | 179,363          |
| Workers' Compensation                       |                  | 48,287             |                  | 7,239            |                  | 15,552           |
| Health Benefits                             |                  | 558,529            |                  | 484,162          |                  | 557,357          |
| PEHP                                        |                  | 62,048             |                  | 63,280           |                  | 52,472           |
| Overtime & Shift Differential               |                  | 3,400              |                  | 0                |                  | 0                |
| FICA                                        |                  | 172,448            |                  | 131,648          |                  | 137,212          |
| Miscellaneous                               |                  | 5,460              |                  | 4,060            |                  | 4,200            |
| <b>TOTAL OTHER PERSONAL SERVICES</b>        |                  | <b>1,075,411</b>   |                  | <b>862,478</b>   |                  | <b>946,156</b>   |
| <b>TOTAL PERSONAL SERVICES</b>              | <b>39.00</b>     | <b>3,327,795 *</b> | <b>29.00</b>     | <b>2,583,371</b> | <b>30.00</b>     | <b>2,739,796</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**INSPECTIONS, LICENSES & PERMITS**  
**Director of DILP**  
**Index #261000**

**ORIGIN/PURPOSE:**

The Director of DILP is charged with the performance of all functions and duties within the Department, including: enforcement of electrical, HVACR/Mechanical, plumbing and building codes; enforcement of County animal control, mobile home park and abandoned ordinances; and enforcement of codes and ordinances through issuance and sales of licenses, permits, and inspections. The Director renders permits and inspection services through cooperative agreements with the Town of Bel Air, City of Aberdeen, and City of Havre de Grace and coordinates a centralized computer system encompassing all licensing programs and building, electrical HVACR/Mechanical, and plumbing permits. On-line terminals with the County's mainframe allow direct revenue accountability and statistical data entry. In addition, this office closely monitors divisional efforts adopt and/or revise applicable trade codes and fee schedules and performance of timely review of building permits by other departments and agencies. The Director also coordinates the County's Fast Track Program.

**FY 17 GOALS:**

TO CREATE AN EMPLOYEE MATRIX

TO ACHIEVE NATIONAL CERTIFICATION OR AN EQUIVALENT FOR ALL EMPLOYEES WITH AT LEAST ONE TEST PER YEAR

TO IMPLEMENT ENERGGOV, THE NEW WEB BASED TECHNOLOGY

TO CREATE A CITIZEN ACCESS PORTAL

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 450,488                  | 529,087                  | 603,399                              | 611,527                                 | 611,527                  |
| 20 CONTRACTUAL SERVICES             | 5,995                    | 10,040                   | 5,951                                | 6,389                                   | 6,389                    |
| 30 SUPPLIES AND MATERIALS           | 1,156                    | 4,743                    | 900                                  | 1,100                                   | 1,100                    |
| 40 BUSINESS AND TRAVEL              | 70,344                   | 61,872                   | 77,335                               | 77,335                                  | 77,335                   |
| 50 CAPITAL OUTLAY                   | 23,830                   | 8,997                    | 0                                    | 0                                       | 0                        |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 0                        | 5                        | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>551,813</b>           | <b>614,744</b>           | <b>687,585</b>                       | <b>696,351</b>                          | <b>696,351</b>           |

**FUNDING SOURCE:**

|            |                |                |                |                |                |
|------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL | <b>551,813</b> | <b>614,744</b> | <b>687,585</b> | <b>696,351</b> | <b>696,351</b> |
|------------|----------------|----------------|----------------|----------------|----------------|



**INSPECTIONS, LICENSES & PERMITS**  
**Director of DILP**  
**Index #261000**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                       |
|--------------|--------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 603,399      | 611,527      | 8,128         | <u>PERSONAL SERVICES</u> increase \$8,128<br>Increase is the net result of the FY 17 Merit salary increase of 3%, salary adjustments, pension and workers' compensation.                                                      |
| 5,951        | 6,389        | 438           | <u>CONTRACTUAL SERVICES</u> increase \$438<br>Increase is the net result of one new wide format printer lease which is split with Planning and Zoning and existing leased copier cost now also split with Planning and Zoning |

**DIVISION STAFF SUMMARY**  
**Director of Inspections, License and Permits**  
**Index #261000**

| POSITION TITLE                              | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|---------------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                             | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Secretary II                 | 1.00             | 44,471           | 1.00             | 65,883         | 1.00             | 67,860         |
| Deputy Director of DILP                     | 1.00             | 89,276           | 1.00             | 89,276         | 1.00             | 90,276         |
| Director of Inspections, Licenses & Permits | 1.00             | 126,066          | 1.00             | 110,000        | 1.00             | 111,000        |
| Management Assistant II                     | 1.00             | 67,610           | 2.00             | 154,610        | 2.00             | 159,248        |
| <b>SALARY TOTAL</b>                         | <b>4.00</b>      | <b>327,423</b>   | <b>5.00</b>      | <b>419,769</b> | <b>5.00</b>      | <b>428,384</b> |
| <b>OTHER PERSONAL SERVICES</b>              |                  |                  |                  |                |                  |                |
| Pension & Retirement                        |                  | 32,742           |                  | 41,977         |                  | 42,838         |
| Workers' Compensation                       |                  | 2,922            |                  | 1,110          |                  | 2,816          |
| Health Benefits                             |                  | 45,563           |                  | 98,691         |                  | 96,522         |
| PEHP                                        |                  | 8,864            |                  | 9,040          |                  | 7,496          |
| FICA                                        |                  | 24,928           |                  | 32,112         |                  | 32,771         |
| Miscellaneous                               |                  | 560              |                  | 700            |                  | 700            |
| <b>TOTAL OTHER PERSONAL SERVICES</b>        |                  | <b>115,579</b>   |                  | <b>183,630</b> |                  | <b>183,143</b> |
| <b>TOTAL PERSONAL SERVICES</b>              | <b>4.00</b>      | <b>443,002 *</b> | <b>5.00</b>      | <b>603,399</b> | <b>5.00</b>      | <b>611,527</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**INSPECTIONS, LICENSES & PERMITS**  
**Building Services**  
**Index #263000**

**ORIGIN/PURPOSE:**

This Division is responsible for plans review and inspections of all construction for which building permits have been issued to ensure compliance with applicable codes.

Building Services is also responsible for issuing Use and Occupancy Certificates and licenses for dogs, taxi cab drivers, towing businesses, solicitors, pawn brokers, auctioneers, pet shops, grooming for dogs, massage establishments and personal care boarding homes.

This Division is accountable for funds collected for licenses, commercial, and residential plans review and maintaining appropriate records.

**FY 17 GOALS:**

TO CREATE AN EMPLOYEE MATRIX

TO ACHIEVE NATIONAL CERTIFICATION OR AN EQUIVALENT FOR ALL EMPLOYEES WITH AT LEAST ONE TEST PER YEAR

TO IMPLEMENT ENERGOV, THE NEW WEB BASED TECHNOLOGY

TO CREATE A CITIZEN ACCESS PORTAL

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 1,009,351                | 839,050                  | 829,196                              | 951,251                                 | 951,251                  |
| 20 CONTRACTUAL SERVICES             | 6,726                    | 7,347                    | 33,135                               | 35,295                                  | 35,295                   |
| 30 SUPPLIES AND MATERIALS           | 9,109                    | 18,145                   | 16,550                               | 16,450                                  | 16,450                   |
| 40 BUSINESS AND TRAVEL              | 1,998                    | 2,206                    | 9,065                                | 9,065                                   | 9,065                    |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 0                        | 1,824                    | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>1,027,184</b>         | <b>868,572</b>           | <b>887,946</b>                       | <b>1,012,061</b>                        | <b>1,012,061</b>         |

**FUNDING SOURCE:**

|            |                  |                |                |                  |                  |
|------------|------------------|----------------|----------------|------------------|------------------|
| 11 GENERAL | <b>1,027,184</b> | <b>868,572</b> | <b>887,946</b> | <b>1,012,061</b> | <b>1,012,061</b> |
|------------|------------------|----------------|----------------|------------------|------------------|

|                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>INSPECTIONS, LICENSES &amp; PERMITS</b><br/> <b>Building Services</b><br/> <b>Index #263000</b></p> |
|---------------------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                                |
|--------------|--------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 829,196      | 951,251      | 122,055       | <p><u>PERSONAL SERVICES</u> increase \$122,055</p> <p>Increase is the net result of one (1) Clerk Typist position transferred in from Planning and Zoning, the FY 17 Merit salary increase of 3%, workers' compensation and health benefits. Offset by reduction to pension and PEHP (Post Employment Health Plan)</p> |
| 33,135       | 35,295       | 2,160         | <p><u>CONTRACTUAL SERVICES</u> increase \$2,160</p> <p>Additional funds provided for telephone service for upgraded wireless internet connection to iPads.</p>                                                                                                                                                         |

**DIVISION STAFF SUMMARY**  
**Building Services**  
**Index #263000**

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Assistant II          | 2.00             | 81,550           | 2.00             | 83,550         | 2.00             | 86,056         |
| Building Inspections Supervisor      | 1.00             | 90,532           | 1.00             | 91,532         | 1.00             | 94,278         |
| Clerk Typist                         | 0.00             | 0                | 0.00             | 0              | 1.00             | 30,236 A       |
| Commercial Inspector                 | 1.00             | 66,543           | 0.00             | 0              | 0.00             |                |
| Inspector I                          | 0.00             | 0                | 1.00             | 43,900         | 0.00             | 0 B            |
| Inspector II                         | 3.00             | 180,853          | 2.00             | 98,731         | 3.00             | 140,376        |
| Inspector III                        | 1.00             | 62,696           | 2.00             | 119,608        | 2.00             | 123,196        |
| Plans Reviewer II                    | 1.00             | 52,800           | 1.00             | 53,800         | 1.00             | 55,414         |
| Senior Plans Reviewer                | 2.00             | 141,616          | 1.00             | 71,808         | 1.00             | 73,962         |
| <b>SALARY TOTAL</b>                  | <b>11.00</b>     | <b>676,590</b>   | <b>10.00</b>     | <b>562,929</b> | <b>11.00</b>     | <b>603,518</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension & Retirement                 |                  | 67,659           |                  | 56,293         |                  | 60,352         |
| Workers' Compensation                |                  | 16,016           |                  | 2,747          |                  | 5,755          |
| Health Benefits                      |                  | 132,308          |                  | 131,123        |                  | 207,681        |
| PEHP                                 |                  | 17,728           |                  | 31,640         |                  | 26,236         |
| FICA                                 |                  | 51,759           |                  | 43,064         |                  | 46,169         |
| Miscellaneous                        |                  | 1,540            |                  | 1,400          |                  | 1,540          |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>287,010</b>   |                  | <b>266,267</b> |                  | <b>347,733</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>11.00</b>     | <b>963,600 *</b> | <b>10.00</b>     | <b>829,196</b> | <b>11.00</b>     | <b>951,251</b> |

**\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts**

A - One (1) Clerk Typist transferred in from P & Z - # 1532

B - One (1) Inspector I promoted to Inspector II - # 0451

**INSPECTIONS, LICENSES & PERMITS**  
**Plumbing Services**  
**Index #264000**

**ORIGIN/PURPOSE:**

This Division is responsible for reviewing plans and permit applications, issuing permits, master and journeyperson plumbing certificates of registration, master gas fitters certificate of registration, liquid petroleum gas fitters certificate of registration, utility contractor certificate of registration, journey utility certificate of registration, septic installer certificate of registration, journey septic installer certificate of registration, master HVACR certificate of registration, master restricted HVACR certificate of registration, journeyperson HVACR certificate of registration, limited mechanical certificate of registration, and apprentice HVACR certificate of registration. Plumbing, mechanical, gas fitting, storm water and utility work is inspected for compliance with applicable codes for all residential, commercial and industrial construction.

This Division enforces the Harford County Plumbing Code, Harford County Mechanical Code and National Fuel Gas Code. Workmanship and code compliance is monitored during construction. New methods of service are coordinated with Harford County Health Department, Maryland Plumbing and Heating Cooling Contractors, Baltimore Gas and Electric and Harford County Utility Contractors Association. This Division also acts as liaison for the Harford County Plumbing Board, HVAC Board and implements local/state requirements governing water saving fixtures, plumbing systems and mechanical systems.

**FY 17 GOALS:**

TO CREATE AN EMPLOYEE MATRIX

TO ACHIEVE NATIONAL CERTIFICATION OR AN EQUIVALENT FOR ALL EMPLOYEES WITH AT LEAST ONE TEST PER YEAR

TO IMPLEMENT ENERGOV, THE NEW WEB BASED TECHNOLOGY

TO CREATE A CITIZEN ACCESS PORTAL

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 579,570                  | 578,337                  | 558,706                              | 570,819                                 | 570,819                  |
| 20 CONTRACTUAL SERVICES             | 4,005                    | 4,746                    | 5,400                                | 7,229                                   | 7,229                    |
| 30 SUPPLIES AND MATERIALS           | 4,746                    | 4,326                    | 5,000                                | 5,000                                   | 5,000                    |
| 40 BUSINESS AND TRAVEL              | 1,776                    | 2,824                    | 1,645                                | 2,645                                   | 2,645                    |
| 70 MISCELLANEOUS                    | 800                      | 560                      | 2,700                                | 2,700                                   | 2,700                    |
| <b>GRAND TOTAL</b>                  | <b>590,897</b>           | <b>590,793</b>           | <b>573,451</b>                       | <b>588,393</b>                          | <b>588,393</b>           |

**FUNDING SOURCE:**

|            |                |                |                |                |                |
|------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL | <b>590,897</b> | <b>590,793</b> | <b>573,451</b> | <b>588,393</b> | <b>588,393</b> |
|------------|----------------|----------------|----------------|----------------|----------------|

**INSPECTIONS, LICENSES & PERMITS**  
**Plumbing Services**  
**Index #264000**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                            |
|--------------|--------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 558,706      | 570,819      | 12,113        | <u>PERSONAL SERVICES</u> increase \$12,113<br>Increase is the net result of the FY 17 Merit salary increase of 3%, workers' compensation and health benefits. Offset by reductions due to turnover, pension and PEHP (Post Employment Health Plan) |
| 5,400        | 7,229        | 1,829         | <u>CONTRACTUAL SERVICES</u> increase \$1,829<br>Additional funds provided for telephone service for upgraded wireless internet connection to iPads                                                                                                 |
| 1,645        | 2,645        | 1,000         | <u>BUSINESS AND TRAVEL</u> increase \$1,000<br>Additional funds provided for training seminars and courses based on actual expense history                                                                                                         |

**DIVISION STAFF SUMMARY**  
**Plumbing Services**  
**Index #264000**

| POSITION TITLE                         | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|----------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                        | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Chief, Inspections, Licenses & Permits | 1.00             | 68,432           | 1.00             | 69,432         | 1.00             | 71,515         |
| Commercial Inspector                   | 1.00             | 50,856           | 1.00             | 51,856         | 1.00             | 53,412         |
| Inspector II                           | 2.00             | 96,272           | 2.00             | 98,272         | 2.00             | 91,464         |
| Inspector III                          | 1.00             | 68,501           | 1.00             | 53,945         | 1.00             | 57,671         |
| Permits Technician                     | 2.00             | 76,136           | 2.00             | 78,136         | 0.00             | 0 A            |
| Permits Technician II                  | 0.00             | 0                | 0.00             | 0              | 2.00             | 84,612         |
| <b>SALARY TOTAL</b>                    | <b>7.00</b>      | <b>360,197</b>   | <b>7.00</b>      | <b>351,641</b> | <b>7.00</b>      | <b>358,674</b> |
| <b>OTHER PERSONAL SERVICES</b>         |                  |                  |                  |                |                  |                |
| Pension & Retirement                   |                  | 36,020           |                  | 35,164         |                  | 35,867         |
| Workers' Compensation                  |                  | 7,731            |                  | 1,625          |                  | 3,302          |
| Health Benefits                        |                  | 124,581          |                  | 128,835        |                  | 133,314        |
| PEHP                                   |                  | 8,864            |                  | 13,560         |                  | 11,244         |
| FICA                                   |                  | 27,555           |                  | 26,901         |                  | 27,438         |
| Miscellaneous                          |                  | 980              |                  | 980            |                  | 980            |
| <b>TOTAL OTHER PERSONAL SERVICES</b>   |                  | <b>205,731</b>   |                  | <b>207,065</b> |                  | <b>212,145</b> |
| <b>TOTAL PERSONAL SERVICES</b>         | <b>7.00</b>      | <b>565,928 *</b> | <b>7.00</b>      | <b>558,706</b> | <b>7.00</b>      | <b>570,819</b> |

**\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts**

A - Two (2) Permits Technicians promoted to Permits Technician II - # 0458, 1966



**INSPECTIONS, LICENSES & PERMITS**  
**Electrical Services**  
**Index #265000**

**ORIGIN/PURPOSE:**

The Electrical Services Division was created by Executive Order No. 73-8 and later adopted by Bill No. 78-3.

This Division is responsible for issuing permits and performing inspections of all new electrical installations of light, heat, or power within or on public and private buildings, structures or premises in the County, including yards, carnivals, parking lots, fairs, industrial substations and installations covered by the National Electric Code. Additionally, this Division prepares, administers, and grades electrical examinations for master, limited, restricted and journeymen licenses and assists in enforcement of code and license violations. This Division cooperates with the State Fire Marshal, when requested on fire damage of possible electrical origin.

**FY 17 GOALS:**

TO CREATE AN EMPLOYEE MATRIX

TO ACHIEVE NATIONAL CERTIFICATION OR AN EQUIVALENT FOR ALL EMPLOYEES WITH AT LEAST ONE TEST PER YEAR

TO IMPLEMENT ENERGGOV, THE NEW WEB BASED TECHNOLOGY

TO CREATE A CITIZEN ACCESS PORTAL

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 620,369                  | 609,278                  | 592,070                              | 606,199                                 | 606,199                  |
| 20 CONTRACTUAL SERVICES             | 3,569                    | 3,862                    | 4,800                                | 6,600                                   | 6,600                    |
| 30 SUPPLIES AND MATERIALS           | 6,171                    | 5,659                    | 5,625                                | 5,725                                   | 5,725                    |
| 40 BUSINESS AND TRAVEL              | 3,748                    | 2,576                    | 3,375                                | 6,215                                   | 6,215                    |
| 50 CAPITAL OUTLAY                   | 0                        | 189                      | 0                                    | 0                                       | 0                        |
| 70 MISCELLANEOUS                    | 880                      | 840                      | 1,500                                | 1,500                                   | 1,500                    |
| <b>GRAND TOTAL</b>                  | <b>634,737</b>           | <b>622,404</b>           | <b>607,370</b>                       | <b>626,239</b>                          | <b>626,239</b>           |

**FUNDING SOURCE:**

|            |                |                |                |                |                |
|------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL | <b>634,737</b> | <b>622,404</b> | <b>607,370</b> | <b>626,239</b> | <b>626,239</b> |
|------------|----------------|----------------|----------------|----------------|----------------|

|                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>INSPECTIONS, LICENSES &amp; PERMITS</b><br/> <b>Electrical Services</b><br/> <b>Index #265000</b></p> |
|-----------------------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                              |
|--------------|--------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 592,070      | 606,199      | 14,129        | <p><u>PERSONAL SERVICES</u> increase \$14,129</p> <p>Increase is the net result of the FY 17 Merit salary increase of 3%, salary adjustments, pension and workers' compensation.</p> |
| 4,800        | 6,600        | 1,800         | <p><u>CONTRACTUAL SERVICES</u> increase \$1,800</p> <p>Additional funds provided for telephone service for upgraded wireless internet connection to iPads.</p>                       |
| 3,375        | 6,215        | 2,840         | <p><u>BUSINESS AND TRAVEL</u> increase \$2,840</p> <p>Additional funds provided for professional books and training seminars and courses based on actual expense history</p>         |

**DIVISION STAFF SUMMARY**  
**Electrical Services**  
**Index #265000**

| POSITION TITLE                         | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|----------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                        | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Assistant II            | 1.00             | 50,536           | 1.00             | 51,536         | 1.00             | 53,082         |
| Chief, Inspections, Licenses & Permits | 1.00             | 82,597           | 1.00             | 83,597         | 1.00             | 86,105         |
| Commercial Inspector                   | 1.00             | 57,674           | 1.00             | 58,674         | 1.00             | 60,434         |
| Inspector I                            | 0.00             | 0                | 2.00             | 87,800         | 0.00             | 0 A            |
| Inspector II                           | 2.00             | 96,907           | 0.00             | 0              | 2.00             | 93,147         |
| Inspector III                          | 1.00             | 61,235           | 1.00             | 62,235         | 1.00             | 64,102         |
| Permits Technician                     | 1.00             | 41,712           | 1.00             | 42,712         | 0.00             | 0 B            |
| Permits Technician II                  | 0.00             | 0                | 0.00             | 0              | 1.00             | 46,194         |
| <b>SALARY TOTAL</b>                    | <b>7.00</b>      | <b>390,661</b>   | <b>7.00</b>      | <b>386,554</b> | <b>7.00</b>      | <b>403,064</b> |
| <b>OTHER PERSONAL SERVICES</b>         |                  |                  |                  |                |                  |                |
| Pension & Retirement                   |                  | 39,066           |                  | 38,655         |                  | 40,306         |
| Workers' Compensation                  |                  | 8,150            |                  | 1,757          |                  | 3,679          |
| Health Benefits                        |                  | 120,953          |                  | 125,513        |                  | 119,840        |
| PEHP                                   |                  | 8,864            |                  | 9,040          |                  | 7,496          |
| FICA                                   |                  | 29,886           |                  | 29,571         |                  | 30,834         |
| Miscellaneous                          |                  | 980              |                  | 980            |                  | 980            |
| <b>TOTAL OTHER PERSONAL SERVICES</b>   |                  | <b>207,899</b>   |                  | <b>205,516</b> |                  | <b>203,135</b> |
| <b>TOTAL PERSONAL SERVICES</b>         | <b>7.00</b>      | <b>598,560 *</b> | <b>7.00</b>      | <b>592,070</b> | <b>7.00</b>      | <b>606,199</b> |

**\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts**

A - Two (2) Inspector I positions promoted to Inspector II - #0469 and #0470

B - One (1) Permits Technician promoted to Permits Technician II - # 0467

|                                                                                                                                                           |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>INSPECTIONS, LICENSES &amp; PERMITS</b><br/><b>Manufactured Housing/Abandoned Property</b><br/><b>Index #266000</b></p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

**Manufactured Housing:**

This Division enforces Local, State and Federal codes governing residential Manufactured Housing, Modular Housing and Industrialized Structures, i.e., portable classrooms, sales and business offices, etc. This Division annually inspects and licenses 24 Manufactured/Mobile Home Communities in accordance with Harford County Code, Chapter 173. Furthermore, this office works with the development, expansion or revitalization of Manufactured/Mobile Home Communities. The Division of Housing Services is charged with receiving and investigating Landlord / Tenant complaints within Manufactured Housing Communities and works closely with the Attorney General's Office to gain compliance. This office holds seminars to provide educational training for contractors, residents, public and associates of the Manufactured Housing Industry. The Division is responsible for reviewing all demolition permits and conducting associated inspections, reviews all permits for structures that are being located within the 100 year flood plan for compliance with Harford County Code Chapter 161 and the Harford County Building Code. The Division is the Department's representative in working with the Department of Emergency Services regarding mitigation and preparation for disasters. This Division provides damage assessment training to the Department's inspectors and works with the Animal Control Division regarding pet sheltering. This Division administers the licensing of Harford County Towers in accordance with Harford County Code Chapter 273. Coordinates and reviews all concert/event permits in accordance with Harford County Code Chapter 68. This Division also reviews and comments on all Zoning regarding public events.

**Abandoned Properties:**

This Division investigates complaints regarding property maintenance and unsafe structures. Complaints are generated by citizens of the County as well as State or County agencies. In a case where there is a violation, this Division will send a notice of violation to the property owner, in accordance with Harford County Code Chapters 82, 179 and/or 109, to abate the unsafe condition or conditions. If a property owner fails to respond and correct the violation(s), the County may take abatement action in accordance with Code and/or seek legal action in the District Court of Maryland for Harford County. Any cost of abatement action taken by the County shall cause a lien to be filed on the real property and be collected in the same manner as Real Property Tax. This Division is responsible for the revitalization programs within the Enterprise Zones, US 40 corridor and Edgewood communities. The Division continues to work with the local fire departments in permitting fire training exercises (i.e., the Learn and Burn Program).

|                                                                                                                                                |
|------------------------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>INSPECTIONS, LICENSES &amp; PERMITS</b><br/> <b>Manufactured Housing/Abandoned Property</b><br/> <b>Index #266000</b></p> |
|------------------------------------------------------------------------------------------------------------------------------------------------|

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 214,312          | 205,923          | 0                           | 0                              | 0                |
| 20 CONTRACTUAL SERVICES             | 23,672           | 36,630           | 0                           | 0                              | 0                |
| 30 SUPPLIES AND MATERIALS           | 1,483            | 1,600            | 0                           | 0                              | 0                |
| 40 BUSINESS AND TRAVEL              | 125              | 1,965            | 0                           | 0                              | 0                |
| 50 CAPITAL OUTLAY                   | 189              | 0                | 0                           | 0                              | 0                |
|                                     | <hr/>            | <hr/>            | <hr/>                       | <hr/>                          | <hr/>            |
| <b>GRAND TOTAL</b>                  | <b>239,781</b>   | <b>246,118</b>   | <b>0</b>                    | <b>0</b>                       | <b>0</b>         |
|                                     | <hr/> <hr/>      | <hr/> <hr/>      | <hr/> <hr/>                 | <hr/> <hr/>                    | <hr/> <hr/>      |

**FUNDING SOURCE:**

|            |                |                |             |             |             |
|------------|----------------|----------------|-------------|-------------|-------------|
| 11 GENERAL | <hr/>          | <hr/>          | <hr/>       | <hr/>       | <hr/>       |
|            | <b>239,781</b> | <b>246,118</b> | <b>0</b>    | <b>0</b>    | <b>0</b>    |
|            | <hr/> <hr/>    | <hr/> <hr/>    | <hr/> <hr/> | <hr/> <hr/> | <hr/> <hr/> |

**DIVISION STAFF SUMMARY**  
**Manufactured Housing/Abandoned Property**  
**Index #266000**

*This Division has been abolished as part of reorganization within the Department*

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|--------------------------------------|------------------|------------------|------------------|----------|------------------|----------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| Chief, Housing Services              | 1.00             | 87,124           | 0.00             | 0        | 0.00             | 0        |
| Inspector II                         | 0.00             | 0                | 0.00             | 0        | 0.00             | 0        |
| Inspector III                        | 1.00             | 54,912           | 0.00             | 0        | 0.00             | 0        |
| <b>SALARY TOTAL</b>                  | <b>2.00</b>      | <b>142,036</b>   | <b>0.00</b>      | <b>0</b> | <b>0.00</b>      | <b>0</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |          |                  |          |
| Pension & Retirement                 |                  | 14,204           |                  | 0        |                  | 0        |
| Workers' Compensation                |                  | 3,778            |                  | 0        |                  | 0        |
| Health Benefits                      |                  | 30,327           |                  | 0        |                  | 0        |
| PEHP                                 |                  | 4,432            |                  | 0        |                  | 0        |
| FICA                                 |                  | 10,866           |                  | 0        |                  | 0        |
| Miscellaneous                        |                  | 280              |                  | 0        |                  | 0        |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>63,887</b>    |                  | <b>0</b> |                  | <b>0</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>2.00</b>      | <b>205,923 *</b> | <b>0.00</b>      | <b>0</b> | <b>0.00</b>      | <b>0</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

## INSPECTIONS, LICENSES AND PERMITS OBJECTIVES & PERFORMANCE MEASURES

### Department Goal

Decrease the number of code violations and improve housing stock within the County.

### Department Objective

To improve the quality of housing stock and to ensure it meets construction code requirements.

Work with the Department of Information and Communication Technology to facilitate implementation of EnerGov permit, inspection and licensing computer system.

### County Goal(s) Supported

III. Strengthening Our Communities

| Measure                                     | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|---------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                        |             |             |             |             |               |
| Dollars allocated                           | \$3,942,575 | \$3,586,056 | \$3,599,596 | \$2,756,352 | \$2,923,044   |
| Number of staff                             | 40          | 39***       | 39          | 29          | 30            |
| Number of Inspectors                        | 13*         | 14*         | 14          | 13          | 13            |
| <b><u>Output:</u></b>                       |             |             |             |             |               |
| Number of inspections performed             | 36,164**    | 37023*      | 40,011      | 39,267      | 46,069        |
| <b><u>Efficiency:</u></b>                   |             |             |             |             |               |
| Number of inspections per inspector         | 2,782       | 2,644       | 2,856       | 3,020       | 3,544         |
| <b><u>Service Quality:</u></b>              |             |             |             |             |               |
| Number of approved inspections              | 31,386      | 30,474      | 34,712      | 34,332      | 39,619        |
| Number of disapproved inspections           | 4,778       | 4,229       | 5,299       | 4,935       | 6,450         |
| <b><u>Outcome:</u></b>                      |             |             |             |             |               |
| Percent of inspections that are disapproved | 13.2%       | 11.4%       | 13.2%       | 12.6%       | 14.0%         |

### Explanation and Analysis of Performance Measures

Construction practices of builders directly impact the quality of housing stock within the County. Deficiencies are often identified during the final inspection of a structure for compliance to required code standards. Final inspection deficiencies cause delays in occupancy of a structure. Tracking inspection findings will identify areas of deficiency. Such a program was designed to identify deficiencies. By analyzing these deficiencies we can identify areas of construction that require workshops and/or handouts designed specifically to improve current construction practices. The type of inspection with the highest disapproval rate is the determining factor in identifying workshop/handout topics; i.e., footing, foundation, framing, final, etc. specific to building construction. Workshops will be held to address identified deficiencies and handouts will be developed accordingly to distribute to builders.

### Major Related Plans and Policies

- To continue to report the number of inspections performed and violations by type
- To analyze reports and determine areas needing improvement in construction practices
- To identify areas needing improvement and provide handouts and workshops for technical tradespeople, when appropriate

\* DILP has 15 inspector positions.

A Building Inspector II has been temporarily reassigned to DPW - Verizon FIOS project-inspector transferred to DPW

A Plumbing Inspector I position is vacant-vacancy filled 6/2013

\*\* Includes Mechanical Inspections

\*\*\* Abolished vacant Licensing Clerk position

## INSPECTIONS, LICENSES AND PERMITS - BUILDING SERVICES

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

Decrease the number of building code violations during final inspection thereby reducing the number of reinspections.

#### **Department Objective**

To improve the quality of housing stock and to ensure it meets building code requirements.

#### **County Goal(s) Supported**

III. Strengthening Our Communities

| Measure                                           | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|---------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                              |             |             |             |             |               |
| Dollars allocated                                 | \$995,139   | \$1,007,519 | \$1,006,765 | \$887,946   | \$1,012,061   |
| Number of staff                                   | 12*         | 11***       | 11          | 11          | 10            |
| Number of inspectors                              | 4**         | 4**         | 4           | 4           | 4             |
| <b><u>Output:</u></b>                             |             |             |             |             |               |
| Number of final building inspections performed    | 3,477       | 3,506       | 4,591       | 4,160       | 4,747         |
| <b><u>Efficiency:</u></b>                         |             |             |             |             |               |
| Number of final inspections per inspector         | 870         | 877         | 1147        | 1040        | 1186          |
| <b><u>Service Quality:</u></b>                    |             |             |             |             |               |
| Number of approved final inspections              | 3,022       | 3,026       | 3,987       | 3,563       | 4,068         |
| Number of disapproved final inspections           | 455         | 480         | 604         | 597         | 679           |
| <b><u>Outcome:</u></b>                            |             |             |             |             |               |
| Percent of final inspections that are disapproved | 13.0%       | 15.9%       | 15.2%       | 14.4%       | 14.3%         |
|                                                   |             |             |             |             |               |

#### **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-FY15-inspector transferred to DPW

\*\*\* Abolished vacant Licensing Clerk position



## INSPECTIONS, LICENSES AND PERMITS - PLUMBING SERVICES OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

Decrease the number of plumbing and mechanical code violations during final inspection and reduce the number of reinspections.

### **Department Objective**

To improve the quality of housing stock and to ensure it meets plumbing code or mechanical code requirements.

### **County Goal(s) Supported**

III. Strengthening Our Communities

| Measure                                           | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|---------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                              |             |             |             |             |               |
| Dollars allocated                                 | \$548,050   | \$572,218   | \$580,673   | \$573,451   | \$588,393     |
| Number of staff                                   | 6*          | 7           | 7           | 7           | 7             |
| Number of Inspectors                              | 3*          | 4           | 4           | 4           | 4             |
| <b><u>Output:</u></b>                             |             |             |             |             |               |
| Number of final plumbing inspections performed    | 5,811       | 5,882       | 6,551       | 6,603       | 7,861         |
| <b><u>Efficiency:</u></b>                         |             |             |             |             |               |
| Number of final inspections per inspector         | 1,939       | 1,471       | 1,637       | 1,651       | 1,965         |
| <b><u>Service Quality:</u></b>                    |             |             |             |             |               |
| Number of approved final inspections              | 4,813       | 4,872       | 5,444       | 5,477       | 6,289         |
| Number of disapproved final inspections           | 998         | 1,010       | 1,107       | 1,126       | 1,572         |
| <b><u>Outcome:</u></b>                            |             |             |             |             |               |
| Percent of final inspections that are disapproved | 17.1%       | 20.7%       | 20.3%       | 17.1%       | 20.0%         |

### **Explanation and Analysis of Performance Measures**

Construction practices of contractors directly impact the quality of housing stock within the County. Code deficiencies are identified during numerous required inspections. The highest number of disapprovals and deficiencies are identified during the final inspection of a structure. Final inspection deficiencies cause delays in occupancy of a structure and can directly impact financial settlements, causing additional expenses to the owner or prospective buyer. A program was designed to identify deficiencies by type of inspection performed, and we perform daily data entry of the inspection results. We track inspection results and identify areas of deficiency. Based on this information, we develop handouts designed specifically to address these areas of deficiency by identifying them to tradespeople and providing directives for code compliant construction standards.

### **Major Related Plans and Policies**

Continue to report the number of inspections performed and identify violations by type ISIS reports (INS 330 and INS 340).

Continue to identify inspections by type as well as status (approved/disapproved).

Analyze reports and identify inspection areas with the highest level of approval.

Develop and provide workshops for technical tradespeople along with handouts specific to identified areas of deficiency to improve construction practices and assure code compliance for quality housing stock.

\* Vacant Inspector I position

## INSPECTIONS, LICENSES AND PERMITS - ELECTRICAL SERVICES

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

Decrease the number of electrical code violations and reduce the number of reinspections by conducting workshops with licensed electricians to identify areas of high disapprovals.

#### **Department Objective:**

To improve the quality of housing stock and to ensure it meets electrical code requirements.

#### **County Goal(s) Supported:**

III. Strengthening Our Communities

| Measure                                           | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|---------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                              |             |             |             |             |               |
| Dollars allocated                                 | \$565,008   | \$608,644   | \$613,860   | \$607,370   | \$626,239     |
| Number of staff                                   | 7           | 7           | 7           | 7           | 7             |
| Number of inspectors                              | 4           | 4           | 4           | 4           | 4             |
| <b><u>Output:</u></b>                             |             |             |             |             |               |
| Number of final electrical inspections performed  | 5,271       | 5,448       | 6,421       | 6,451       | 7,741         |
| <b><u>Efficiency:</u></b>                         |             |             |             |             |               |
| Number of final inspections per inspector         | 1,318       | 1,362       | 1,605       | 1,612       | 1,935         |
| <b><u>Service Quality:</u></b>                    |             |             |             |             |               |
| Number of approved final inspections              | 3,894       | 4,102       | 5,014       | 5,129       | 5,859         |
| Number of disapproved final inspections           | 1,377       | 1,346       | 1,407       | 1,322       | 1,882         |
| <b><u>Outcome:</u></b>                            |             |             |             |             |               |
| Percent of final inspections that are disapproved | 26.1%       | 32.8%       | 28.1%       | 20.5%       | 24.3%         |

#### **Explanation and Analysis of Performance Measures**

Construction practices of electrical contractors directly impact the quality of housing stock within the County. Code deficiencies are identified during numerous inspections. The greatest number of deficiencies are identified during the final inspection of a structure. Final inspection deficiencies cause delays in occupancy of a structure and can directly impact financial settlements, causing added expenses to the owner or prospective buyer. A program was designed to identify deficiencies by type of inspection performed. Based on this information, we develop handouts designed specifically to address these areas of deficiency by identifying them to the tradespeople and providing directives for code compliant construction standards.

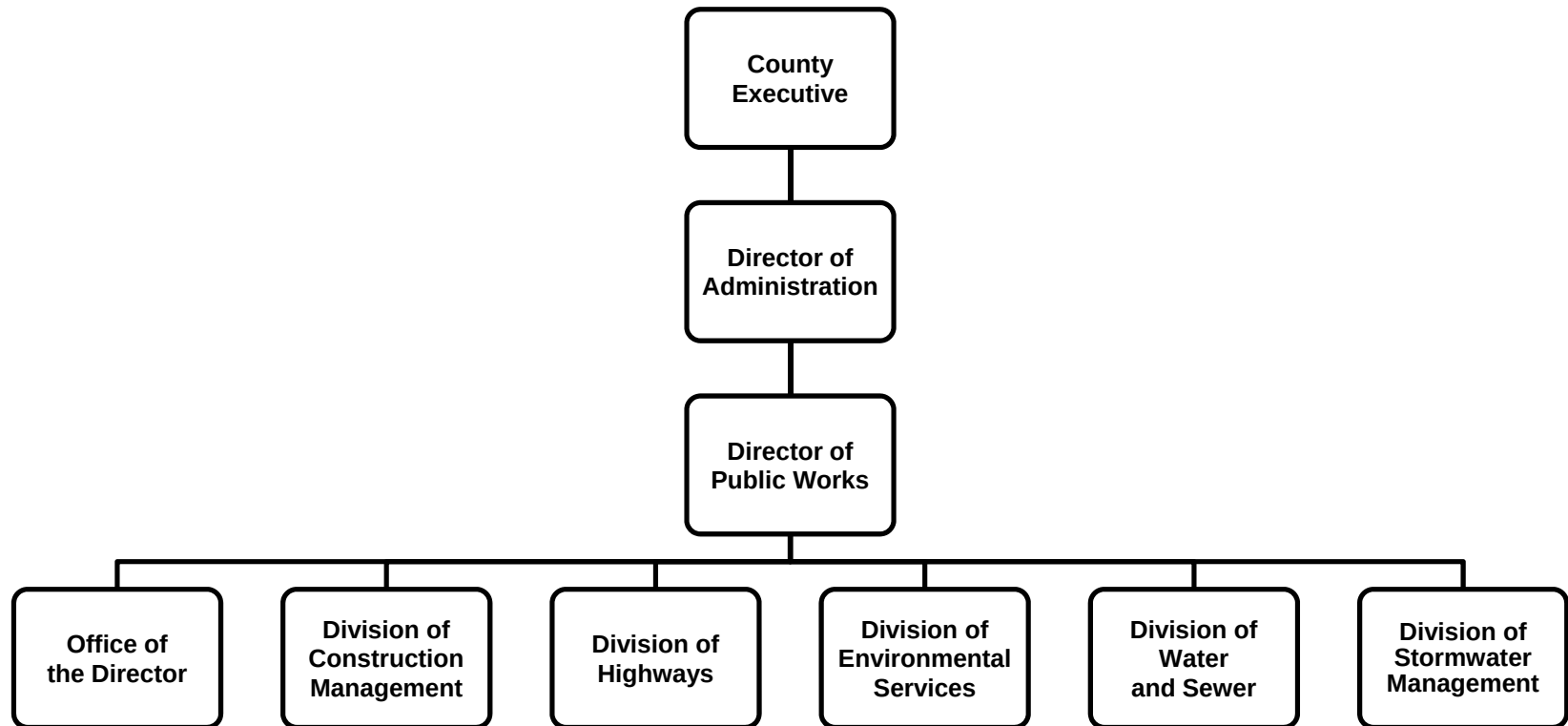
#### **Major Related Plans and Policies**

Continue to report the number of inspections performed and violations by type (ISIS System Reports - INS 330 and INS 340).

Analyze reports and identify inspection areas needing improvement in electrical installation and construction practices.

Develop and provide workshops for technical tradespeople along with handouts specific to identified deficiencies in electrical construction.

# DEPARTMENT OF PUBLIC WORKS



## DEPARTMENT OF PUBLIC WORKS

### **ORIGIN/PURPOSE:**

The largest department within Harford County Government, Public Works, instituted by the County Charter, Article LV, Section 402 (amended by Bill No. 88-35), and Section 407 is charged with the design, management and construction of capital projects; construction, maintenance, and acceptance of County roads, bridges, and associated structures; operation and maintenance of sewage collection disposal and treatment facilities; regulation, operation, maintenance and control of water supply, management of solid waste; and production and maintenance of related documents.

The Department of Public Works, under the management of its Director's Office is divided into four major divisions: Water and Sewer, Highways and Stormwater Management, Division of Construction Management and Environmental Services.

### **MISSION STATEMENT:**

GUIDED BY COMMON SENSE, ACCOUNTABILITY AND COMPASSION, THE DEPARTMENT OF PUBLIC WORKS STRIVES TO PLAN, CONSTRUCT, AND MAINTAIN THE COUNTY'S INFRASTRUCTURE AND DELIVER A TRANSPORTATION NETWORK, WATER, WASTEWATER, SOLID WASTE MANAGEMENT SERVICES AND PUBLIC FACILITIES, AS WELL AS ENVIRONMENTAL STEWARDSHIP OF THE COUNTY'S WATER RESOURCES, THAT WILL ENHANCE THE QUALITY OF LIFE FOR ALL HARFORD COUNTY RESIDENTS.

# DEPARTMENT OF PUBLIC WORKS

## ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14  | AUDITED<br>FY 15  | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17  |
|-------------------------------------|-------------------|-------------------|-----------------------------|--------------------------------|-------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                   |                   |                             |                                |                   |
| 10 PERSONAL SERVICES                | 36,024,514        | 35,402,177        | 34,877,637                  | 32,343,538                     | 32,343,538        |
| 20 CONTRACTUAL SERVICES             | 20,306,634        | 21,454,066        | 24,626,382                  | 26,081,434                     | 26,081,434        |
| 30 SUPPLIES & MATERIALS             | 6,973,920         | 6,578,914         | 6,613,259                   | 7,403,970                      | 7,403,970         |
| 40 BUSINESS AND TRAVEL              | 2,903,139         | 2,855,244         | 3,072,641                   | 3,275,340                      | 3,275,340         |
| 50 CAPITAL OUTLAY                   | 1,530,157         | 1,087,446         | 1,240,300                   | 1,245,550                      | 1,245,550         |
| 70 MISCELLANEOUS                    | 18,338,726        | 19,953,668        | 21,088,092                  | 22,306,679                     | 22,306,679        |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 704,860           | 3,127             | 7,125                       | 5,000                          | 5,000             |
| <b>GRAND TOTAL</b>                  | <b>86,781,950</b> | <b>87,334,642</b> | <b>91,525,436</b>           | <b>92,661,511</b>              | <b>92,661,511</b> |

## **SUMMARY BY FUND:**

|                            |                   |                   |                   |                   |                   |
|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 11 GENERAL                 | 2,433,980         | 2,344,479         | 3,607,151         | 15,676,594        | 15,676,594        |
| 25 HIGHWAYS                | 29,887,347        | 29,539,391        | 28,228,915        | 28,519,115        | 28,519,115        |
| 29 STORMWATER MANAGEMENT   | 1,239,883         | 1,316,383         | 0                 | 1,783,900         | 1,783,900         |
| 51 WATER & SEWER OPERATING | 40,939,721        | 40,999,654        | 44,710,011        | 46,681,902        | 46,681,902        |
| 55 SOLID WASTE SERVICES    | 12,281,019        | 13,134,735        | 14,979,359        | 0                 | 0                 |
| <b>GRAND TOTAL</b>         | <b>86,781,950</b> | <b>87,334,642</b> | <b>91,525,436</b> | <b>92,661,511</b> | <b>92,661,511</b> |

# DEPARTMENT OF PUBLIC WORKS

## ALL FUND SUMMARY:

| <u>SUMMARY BY DIVISION BY FUND:</u> |                                                                    | AUDITED    | AUDITED    | ORIGINAL   | EXECUTIVE  |            |
|-------------------------------------|--------------------------------------------------------------------|------------|------------|------------|------------|------------|
| <u>GENERAL FUND:</u>                |                                                                    | FY 14      | FY 15      | BUDGET     | PROPOSED   | ENACTED    |
|                                     |                                                                    |            |            | FY 16      | FY 17      | FY 17      |
| 301111                              | BUREAU OF ENVIRONMENTAL<br>SERVICE ADMINISTRATION &<br>ENGINEERING | 849,132    | 823,303    | 785,049    | 150,925    | 150,925    |
| 301213                              | TRANSFER STATION                                                   | 0          | 0          | 0          | 8,800,000  | 8,800,000  |
| 301214                              | BUREAU OF SOLID WASTE                                              | 0          | 0          | 0          | 5,049,120  | 5,049,120  |
| 301241                              | RECYCLING                                                          | 1,412,073  | 1,346,267  | 1,358,824  | 0          | 0          |
| 301251                              | POST CLOSURE                                                       | 119,719    | 107,150    | 173,850    | 192,000    | 192,000    |
| 301261                              | SCARBORO REMEDIATION                                               | 46,831     | 48,059     | 54,460     | 0          | 0          |
| 301520                              | ENVIRONMENTAL SERVICES -<br>NOXIOUS WEED                           | 0          | 12,200     | 13,065     | 0          | 0          |
| 301530                              | ENVIRONMENTAL SERVICES -<br>GYPSY MOTH                             | 6,225      | 7,500      | 10,000     | 0          | 0          |
| 301603                              | STORMWATER MANAGEMENT                                              | 0          | 0          | 1,211,903  | 1,484,549  | 1,484,549  |
| <u>SOLID WATER SERVICES:</u>        |                                                                    |            |            |            |            |            |
| 301211                              | BUREAU OF SOLID WASTE<br>MANAGEMENT                                | 3,667,451  | 3,327,810  | 3,529,359  | 0          | 0          |
| 301212                              | TRANSFER STATION                                                   | 0          | 588,650    | 3,300,000  | 0          | 0          |
| 301271                              | WASTE TO ENERGY                                                    | 8,613,568  | 9,218,275  | 8,150,000  | 0          | 0          |
| <u>HIGHWAYS FUND:</u>               |                                                                    |            |            |            |            |            |
| 303110                              | DIRECTOR OF PUBLIC WORKS                                           | 255,976    | 260,462    | 291,195    | 286,314    | 286,314    |
| 303125                              | BUREAU OF CAPITAL PROJECTS<br>MANAGEMENT                           | 719,935    | 719,377    | 702,797    | 755,455    | 755,455    |
| 303210                              | BUREAU OF HIGHWAYS ENGINEERING                                     | 2,662,952  | 2,567,530  | 2,229,352  | 2,201,874  | 2,201,874  |
| 303220                              | BUREAU OF CONSTRUCTION<br>INSPECTIONS                              | 2,622,426  | 2,399,037  | 2,144,988  | 1,894,458  | 1,894,458  |
| 303410                              | BUREAU OF HIGHWAYS<br>MAINTENANCE                                  | 20,321,890 | 20,829,935 | 21,152,571 | 21,111,126 | 21,111,126 |
| 303430                              | SNOW REMOVAL                                                       | 3,304,168  | 2,763,050  | 1,708,012  | 2,269,888  | 2,269,888  |

|                                   |
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| <b>DEPARTMENT OF PUBLIC WORKS</b> |
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**ALL FUND SUMMARY:**

| <u>SUMMARY BY DIVISION BY FUND:</u> |                            | AUDITED                  | AUDITED                  | ORIGINAL                 | EXECUTIVE                |                          |
|-------------------------------------|----------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <u>STORMWATER MANAGEMENT:</u>       |                            | FY 14                    | FY 15                    | BUDGET                   | PROPOSED                 | ENACTED                  |
|                                     |                            |                          |                          | FY 16                    | FY 17                    | FY 17                    |
| 303320                              | STORMWATER MANAGEMENT      | 1,239,883                | 1,316,383                | 0                        | 1,783,900                | 1,783,900                |
| <u>WATER &amp; SEWER FUND:</u>      |                            |                          |                          |                          |                          |                          |
|                                     | BUREAU OF WATER & SEWER    |                          |                          |                          |                          |                          |
|                                     | ADMINISTRATION             | 3,272,407                | 3,147,979                | 3,528,524                | 3,566,046                | 3,566,046                |
|                                     | WATER & SEWER DEPRECIATION | 10,857,260               | 11,358,094               | 12,413,356               | 12,800,000               | 12,800,000               |
|                                     | BUREAU OF WATER & SEWER    |                          |                          |                          |                          |                          |
|                                     | ENGINEERING                | 1,137,831                | 1,207,721                | 1,357,776                | 1,487,777                | 1,487,777                |
|                                     | BUREAU OF WATER & SEWER    |                          |                          |                          |                          |                          |
|                                     | MAINTENANCE                | 6,627,183                | 6,223,889                | 7,018,408                | 7,430,201                | 7,430,201                |
|                                     | WATER & SEWER WASTEWATER   |                          |                          |                          |                          |                          |
|                                     | PROCESSING                 | 11,632,844               | 11,727,790               | 12,446,726               | 13,064,717               | 13,064,717               |
|                                     | WATER & SEWER WATER        |                          |                          |                          |                          |                          |
|                                     | PRODUCTION                 | 7,412,196                | 7,334,181                | 7,945,221                | 8,333,161                | 8,333,161                |
|                                     |                            | <u>7,412,196</u>         | <u>7,334,181</u>         | <u>7,945,221</u>         | <u>8,333,161</u>         | <u>8,333,161</u>         |
|                                     | <b>GRAND TOTAL</b>         | <b><u>86,781,950</u></b> | <b><u>87,334,642</u></b> | <b><u>91,525,436</u></b> | <b><u>92,661,511</u></b> | <b><u>92,661,511</u></b> |

**DEPARTMENT STAFF SUMMARY  
PUBLIC WORKS**

| POSITION TITLE                            | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|-------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b><u>PUBLIC WORKS - GENERAL FUND</u></b> |                  |                  |                  |                  |                  |                  |
| Administrator                             | 0.00             | 0                | 0.00             | 0                | 1.00             | 109,097          |
| Administrative Assistant I                | 0.00             | 0                | 1.00             | 34,100           | 1.00             | 39,449           |
| Administrative Assistant II               | 1.00             | 38,792           | 0.00             | 0                | 0.00             | 0                |
| Administrative Specialist I               | 0.00             | 0                | 0.00             | 0                | 1.00             | 46,350           |
| Chief, Construction Inspector             | 0.00             | 0                | 1.00             | 65,210           | 1.00             | 67,167           |
| Chief, Engineering Division               | 1.00             | 118,934          | 1.00             | 119,934          | 0.00             | 0                |
| Civil Engineer II                         | 0.00             | 0                | 2.00             | 141,007          | 2.00             | 145,237          |
| Civil Engineer III                        | 0.00             | 0                | 1.00             | 93,307           | 1.00             | 96,108           |
| Civil Engineer IV                         | 1.00             | 104,919          | 2.00             | 220,444          | 1.00             | 117,961          |
| Deputy Director of Public Works           | 1.00             | 124,862          | 1.00             | 124,862          | 0.00             | 0                |
| Engineering Associate II                  | 0.00             | 0                | 1.00             | 44,035           | 1.00             | 45,356           |
| Engineering Associate IV                  | 1.00             | 77,491           | 2.00             | 160,956          | 1.00             | 84,939           |
| Engineering Associate V                   | 0.00             | 0                | 2.00             | 178,182          | 2.00             | 183,527          |
| Equipment Operator                        | 3.00             | 129,330          | 2.00             | 85,724           | 0.00             | 0                |
| Equipment Repair Specialist               | 1.00             | 55,598           | 1.00             | 56,598           | 0.00             | 0                |
| Inspector I                               | 0.00             | 0                | 0.00             | 0                | 1.00             | 51,912           |
| Inspector II                              | 0.00             | 0                | 1.00             | 44,900           | 0.00             | 0                |
| Inspector III                             | 0.00             | 0                | 0.00             | 0                | 1.00             | 54,384           |
| Laborer                                   | 7.00             | 180,731          | 6.00             | 184,292          | 0.00             | 0                |
| Management Assistant II                   | 1.00             | 60,692           | 1.00             | 61,692           | 0.00             | 0                |
| Recycling Program Coordinator             | 1.00             | 45,000           | 0.00             | 0                | 0.00             | 0                |
| Recycling Program Manager                 | 1.00             | 65,000           | 1.00             | 58,700           | 0.00             | 0                |
| Senior Equipment Operator                 | 3.00             | 130,218          | 2.00             | 92,218           | 0.00             | 0                |
| Weighmaster/Attendant I                   | 1.00             | 27,248           | 0.00             | 0                | 0.00             | 0                |
| Weighmaster / Attendant II                | 1.00             | 45,790           | 1.00             | 46,790           | 0.00             | 0                |
| Weighmaster / Attendant Trainee           | 0.00             | 0                | 1.00             | 28,040           | 0.00             | 0                |
| <b>FULL-TIME SALARIES</b>                 | 24.00            | 1,204,605        | 30.00            | 1,840,991        | 14.00            | 1,041,487        |
| <b>SALARY OFFSET</b>                      |                  | (22,600)         |                  | 0                |                  | 0                |
| <b>TOTAL FULL-TIME SALARIES</b>           | 24.00            | 1,182,005        | 30.00            | 1,840,991        | 14.00            | 1,041,487        |
| <b>TEMPORARY SALARIES</b>                 |                  | 16,244           |                  | 0                |                  | 0                |
| <b>SUB-TOTAL GENERAL FUND SALARIES</b>    | <b>24.00</b>     | <b>1,198,249</b> | <b>30.00</b>     | <b>1,840,991</b> | <b>14.00</b>     | <b>1,041,487</b> |



**DEPARTMENT STAFF SUMMARY  
PUBLIC WORKS**

| POSITION TITLE                             | ENACTED<br>FY 15 |           | ENACTED<br>FY 16 |           | ENACTED<br>FY 17 |          |
|--------------------------------------------|------------------|-----------|------------------|-----------|------------------|----------|
|                                            | POSITIONS        | SALARIES  | POSITIONS        | SALARIES  | POSITIONS        | SALARIES |
| <b>PUBLIC WORKS - SOLID WASTE SERVICES</b> |                  |           |                  |           |                  |          |
| Administrative Assistant I                 | 1.00             | 49,812    | 0.00             | 0         | 0.00             | 0        |
| Administrative Specialist I                | 0.00             | 0         | 1.00             | 63,762    | 0.00             | 0        |
| Administrative Specialist II               | 1.00             | 52,556    | 0.00             | 0         | 0.00             | 0        |
| Chief, Solid Waste Management              | 1.00             | 80,000    | 1.00             | 111,000   | 0.00             | 0        |
| Clerk Typist                               | 1.00             | 42,263    | 1.00             | 43,263    | 0.00             | 0        |
| Crew Chief                                 | 3.00             | 171,073   | 1.00             | 46,656    | 0.00             | 0        |
| Crew Leader I                              | 1.00             | 34,424    | 0.00             | 0         | 0.00             | 0        |
| Engineering Associate III                  | 1.00             | 58,441    | 1.00             | 59,441    | 0.00             | 0        |
| Equipment Operator                         | 3.00             | 139,377   | 2.00             | 92,946    | 0.00             | 0        |
| Equipment Repair Specialist                | 1.00             | 55,598    | 1.00             | 56,598    | 0.00             | 0        |
| Laborer                                    | 5.00             | 185,140   | 5.00             | 190,140   | 0.00             | 0        |
| Litter Control Program Supervisor          | 0.00             | 0         | 1.00             | 38,300    | 0.00             | 0        |
| Senior Equipment Operator                  | 7.00             | 292,063   | 5.00             | 216,123   | 0.00             | 0        |
| Weighmaster/Attendant I                    | 1.00             | 32,091    | 0.00             | 0         | 0.00             | 0        |
| Weighmaster/Attendant II                   | 5.00             | 254,859   | 3.00             | 146,519   | 0.00             | 0        |
| Weighmaster Supervisor                     | 1.00             | 63,805    | 1.00             | 57,340    | 0.00             | 0        |
| <b>TOTAL FULL-TIME SALARIES</b>            | 32.00            | 1,511,502 | 23.00            | 1,122,088 | 0.00             | 0        |
| <b>SALARY OFFSET</b>                       |                  | (48,431)  |                  | 0         |                  | 0        |
| <b>TOTAL FULL-TIME SALARIES</b>            | 32.00            | 1,463,071 | 23.00            | 1,122,088 | 0.00             | 0        |

**DEPARTMENT STAFF SUMMARY  
PUBLIC WORKS**

| POSITION TITLE                                     | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |          |
|----------------------------------------------------|------------------|------------------|------------------|------------------|------------------|----------|
|                                                    | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES |
| <b>PUBLIC WORKS - SOLID WASTE SERVICES, CONT'D</b> |                  |                  |                  |                  |                  |          |
| <b>PART-TIME SALARIES</b>                          |                  |                  |                  |                  |                  |          |
| Laborer                                            | 0.60             | 13,566           | 0.00             | 0                | 0.00             | 0        |
| Senior Equipment Operator                          | 0.60             | 25,958           | 0.00             | 0                | 0.00             | 0        |
| <b>TOTAL PART-TIME SALARIES</b>                    | 1.20             | 39,524           | 0.00             | 0                | 0.00             | 0        |
| <b>TEMPORARY SALARIES</b>                          |                  | 0                |                  | 330,582          |                  | 0        |
| <b>SUB-TOTAL SOLID WASTE SALARIES</b>              | <b>33.20</b>     | <b>1,502,595</b> | <b>23.00</b>     | <b>1,452,670</b> | <b>0.00</b>      | <b>0</b> |

**DEPARTMENT STAFF SUMMARY**  
**PUBLIC WORKS**

| POSITION TITLE                           | ENACTED<br>FY 15 |          | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|------------------------------------------|------------------|----------|------------------|----------|------------------|----------|
|                                          | POSITIONS        | SALARIES | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| <b>PUBLIC WORKS - HIGHWAYS FUND</b>      |                  |          |                  |          |                  |          |
| Accounting Clerk II                      | 1.00             | 33,100   | 0.00             | 0        | 0.00             | 0        |
| Accounting Technician II                 | 1.00             | 39,900   | 2.00             | 92,879   | 2.00             | 95,665   |
| Administrative Assistant II              | 9.00             | 469,768  | 9.00             | 465,887  | 9.00             | 479,863  |
| Administrative Budget Technician I       | 0.00             | 0        | 0.00             | 0        | 0.00             | 0        |
| Administrative Budget Technician II      | 3.00             | 197,180  | 3.00             | 200,180  | 3.00             | 204,024  |
| Administrative Specialist I              | 2.00             | 118,285  | 1.00             | 52,026   | 1.00             | 65,675   |
| Central Stores Coordinator               | 1.00             | 40,626   | 1.00             | 33,100   | 1.00             | 57,165   |
| Central Stores Manager                   | 1.00             | 48,006   | 1.00             | 49,006   | 1.00             | 50,476   |
| Chauffeur-Laborer                        | 26.00            | 891,671  | 25.00            | 835,864  | 23.00            | 842,472  |
| Chief, Bureau of Construction Management | 1.00             | 91,392   | 1.00             | 92,392   | 1.00             | 95,164   |
| Chief, Construction Inspector            | 4.00             | 307,711  | 3.00             | 218,948  | 3.00             | 229,703  |
| Chief, Engineering Division              | 1.00             | 120,025  | 1.00             | 121,025  | 1.00             | 124,656  |
| Chief, Highways Division                 | 1.00             | 89,744   | 1.00             | 90,744   | 1.00             | 93,466   |
| Chief, Vertical Inspector                | 1.00             | 78,494   | 1.00             | 79,494   | 1.00             | 81,879   |
| Civil Engineer II                        | 1.00             | 55,632   | 1.00             | 56,632   | 1.00             | 58,331   |
| Civil Engineer III                       | 4.00             | 412,178  | 4.00             | 416,178  | 4.00             | 428,663  |
| Civil Engineer IV                        | 1.00             | 109,897  | 1.00             | 110,897  | 1.00             | 114,224  |
| Communications Specialist II             | 1.00             | 51,940   | 1.00             | 46,656   | 1.00             | 48,056   |
| Crew Chief                               | 12.00            | 608,103  | 12.00            | 617,347  | 12.00            | 612,876  |
| Deputy Director of Public Works          | 2.00             | 234,528  | 1.00             | 109,666  | 1.00             | 110,666  |
| Director of Public Works                 | 1.00             | 115,933  | 1.00             | 115,933  | 1.00             | 115,933  |
| Engineering Associate I                  | 2.00             | 96,362   | 1.00             | 48,931   | 0.00             | 0        |
| Engineering Associate II                 | 2.00             | 87,448   | 1.00             | 51,148   | 0.00             | 0        |
| Engineering Associate III                | 0.00             | 0        | 1.00             | 46,656   | 2.00             | 102,318  |
| Engineering Associate IV                 | 2.00             | 144,232  | 2.00             | 146,232  | 2.00             | 150,619  |
| Engineering Associate V                  | 2.00             | 155,534  | 2.00             | 157,534  | 2.00             | 162,260  |

**DEPARTMENT STAFF SUMMARY  
PUBLIC WORKS**

| POSITION TITLE                              | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|---------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                             | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>PUBLIC WORKS - HIGHWAYS FUND, CONT'D</b> |                  |                  |                  |                  |                  |                  |
| Engineering Records Technician              | 1.00             | 73,802           | 1.00             | 74,802           | 1.00             | 77,046           |
| Equipment Operator                          | 23.00            | 813,475          | 22.00            | 797,104          | 25.00            | 974,787          |
| Equipment Operator Trainee                  | 4.00             | 123,258          | 6.00             | 198,870          | 4.00             | 127,728          |
| Equipment Repair Specialist                 | 6.00             | 290,944          | 6.00             | 277,586          | 6.00             | 302,372          |
| GIS Analyst II                              | 1.00             | 56,000           | 0.00             | 0                | 0.00             | 0                |
| GIS Coordinator                             | 1.00             | 68,921           | 1.00             | 69,921           | 1.00             | 72,019           |
| Inspector I                                 | 4.00             | 178,003          | 2.00             | 76,600           | 1.00             | 39,449           |
| Inspector II                                | 9.00             | 470,748          | 10.00            | 516,662          | 10.00            | 524,745          |
| Inspector III                               | 7.00             | 421,503          | 7.00             | 436,765          | 6.00             | 368,928          |
| Laborer                                     | 3.00             | 108,289          | 3.00             | 111,289          | 3.00             | 114,628          |
| Land Surveyor                               | 1.00             | 87,454           | 1.00             | 88,454           | 1.00             | 91,107           |
| Maintenance Supervisor                      | 7.00             | 427,382          | 7.00             | 399,211          | 7.00             | 407,555          |
| Management Assistant I                      | 1.00             | 60,882           | 0.00             | 0                | 0.00             | 0                |
| Management Assistant II                     | 1.00             | 81,465           | 2.00             | 146,173          | 2.00             | 150,558          |
| Permits Clerk                               | 1.00             | 55,670           | 1.00             | 56,670           | 1.00             | 58,370           |
| Road Marking Equipment Operator I           | 3.00             | 119,000          | 3.00             | 120,676          | 4.00             | 159,419          |
| Road Marking Equipment Operator II          | 2.00             | 77,584           | 2.00             | 78,092           | 2.00             | 80,435           |
| Road Marking Equipment Operator III         | 1.00             | 56,048           | 1.00             | 57,048           | 1.00             | 58,759           |
| Senior Equipment Operator                   | 14.00            | 622,057          | 14.00            | 621,417          | 14.00            | 637,391          |
| Superintendent Highways                     | 2.00             | 133,762          | 2.00             | 132,890          | 2.00             | 136,156          |
| Trades/Laborer                              | 5.00             | 189,706          | 4.00             | 163,506          | 4.00             | 171,043          |
| Traffic Operations Supervisor               | 2.00             | 124,465          | 2.00             | 126,465          | 2.00             | 130,259          |
| Traffic Sign Mechanic I                     | 2.00             | 58,229           | 1.00             | 28,742           | 1.00             | 28,574           |
| Traffic Sign Mechanic II                    | 3.00             | 97,209           | 4.00             | 132,611          | 4.00             | 136,589          |
| Traffic Sign Mechanic III                   | 1.00             | 47,085           | 1.00             | 48,085           | 1.00             | 49,528           |
| Utility Worker I                            | 4.00             | 147,597          | 5.00             | 183,703          | 5.00             | 199,641          |
| Utility Worker II                           | 3.00             | 130,648          | 3.00             | 133,648          | 3.00             | 136,627          |
| <b>SUB-TOTAL HIGHWAYS FUND SALARIES</b>     | <b>194.00</b>    | <b>9,718,875</b> | <b>188.00</b>    | <b>9,332,345</b> | <b>185.00</b>    | <b>9,557,867</b> |

**DEPARTMENT STAFF SUMMARY  
PUBLIC WORKS**

| POSITION TITLE                                          | ENACTED<br>FY 15 |                | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|---------------------------------------------------------|------------------|----------------|------------------|----------|------------------|----------|
|                                                         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| <b><u>PUBLIC WORKS - STORMWATER MANAGEMENT FUND</u></b> |                  |                |                  |          |                  |          |
| Administrative Specialist I                             | 1.00             | 50,365         | 0.00             | 0        | 0.00             | 0        |
| Chief, Construction Inspector                           | 0.00             | 0              | 0.00             | 0        | 0.00             | 0        |
| Civil Engineer II                                       | 3.00             | 189,007        | 0.00             | 0        | 0.00             | 0        |
| Civil Engineer III                                      | 1.00             | 92,307         | 0.00             | 0        | 0.00             | 0        |
| Civil Engineer IV                                       | 1.00             | 113,525        | 0.00             | 0        | 0.00             | 0        |
| Engineering Associate II                                | 1.00             | 43,035         | 0.00             | 0        | 0.00             | 0        |
| Engineering Associate IV                                | 1.00             | 81,465         | 0.00             | 0        | 0.00             | 0        |
| Engineering Associate V                                 | 2.00             | 176,182        | 0.00             | 0        | 0.00             | 0        |
| Inspector II                                            | 1.00             | 43,900         | 0.00             | 0        | 0.00             | 0        |
| Inspector III                                           | 1.00             | 61,152         | 0.00             | 0        | 0.00             | 0        |
| <b>TOTAL FULL-TIME SALARIES</b>                         | 12.00            | 850,938        | 0.00             | 0        | 0.00             | 0        |
| <b>SALARY OFFSET</b>                                    |                  | (36,923)       |                  | 0        |                  | 0        |
| <b>TOTAL FULL-TIME SALARIES</b>                         | <b>12.00</b>     | <b>814,015</b> | <b>0.00</b>      | <b>0</b> | <b>0.00</b>      | <b>0</b> |

**DEPARTMENT STAFF SUMMARY  
PUBLIC WORKS**

| POSITION TITLE                                      | ENACTED<br>FY 15 |          | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|-----------------------------------------------------|------------------|----------|------------------|----------|------------------|----------|
|                                                     | POSITIONS        | SALARIES | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| <b><u>PUBLIC WORKS - WATER &amp; SEWER FUND</u></b> |                  |          |                  |          |                  |          |
| Accountant III                                      | 1.00             | 105,939  | 1.00             | 106,939  | 1.00             | 110,147  |
| Administrative Assistant I                          | 3.00             | 113,569  | 3.00             | 136,539  | 2.00             | 95,973   |
| Administrative Assistant II                         | 6.00             | 291,192  | 7.00             | 329,626  | 6.00             | 294,587  |
| Administrative Specialist II                        | 1.00             | 82,550   | 1.00             | 83,550   | 1.00             | 63,542   |
| Assistant Superintendent                            | 7.00             | 558,570  | 7.00             | 531,500  | 7.00             | 557,247  |
| Central Stores Manager                              | 2.00             | 84,669   | 2.00             | 86,669   | 2.00             | 89,269   |
| Chemist                                             | 1.00             | 59,549   | 0.00             | 0        | 0.00             | 0        |
| Chief, Engineering Division                         | 1.00             | 71,400   | 0.00             | 0        | 0.00             | 0        |
| Chief, Water & Sewer                                | 3.00             | 338,886  | 3.00             | 320,859  | 4.00             | 402,971  |
| Civil Engineer I                                    | 1.00             | 45,656   | 1.00             | 51,800   | 1.00             | 45,218   |
| Civil Engineer II                                   | 2.00             | 117,867  | 2.00             | 118,867  | 1.00             | 56,650   |
| Civil Engineer III                                  | 4.00             | 360,264  | 3.00             | 305,564  | 3.00             | 314,730  |
| Civil Engineer IV                                   | 1.00             | 114,629  | 2.00             | 221,629  | 3.00             | 351,810  |
| Computer System Engineer III                        | 2.00             | 152,056  | 2.00             | 154,056  | 2.00             | 158,677  |
| Database Administrator                              | 1.00             | 52,800   | 0.00             | 0        | 0.00             | 0        |
| Deputy Director Public Works                        | 1.00             | 124,862  | 1.00             | 124,862  | 1.00             | 125,862  |
| Drafting Technician II                              | 1.00             | 58,358   | 1.00             | 59,358   | 1.00             | 61,138   |
| Electrician Water & Sewer Operations                | 1.00             | 43,900   | 1.00             | 50,000   | 1.00             | 45,217   |
| Engineering Associate II                            | 0.00             | 0        | 0.00             | 0        | 1.00             | 62,549   |
| Engineering Associate IV                            | 1.00             | 56,621   | 1.00             | 57,621   | 1.00             | 59,350   |
| Environmental Chemist                               | 0.00             | 0        | 1.00             | 56,000   | 1.00             | 57,680   |
| Equipment Repair Specialist                         | 1.00             | 38,792   | 1.00             | 39,792   | 1.00             | 40,986   |
| GIS Coordinator                                     | 1.00             | 76,541   | 1.00             | 77,541   | 1.00             | 79,868   |
| Instrumentation Technician                          | 2.00             | 109,381  | 2.00             | 111,381  | 2.00             | 114,722  |
| Laboratory Assistant                                | 0.00             | 0        | 1.00             | 38,629   | 0.00             | 0        |
| Laboratory Technician                               | 4.00             | 194,255  | 3.00             | 137,482  | 4.00             | 182,703  |

**DEPARTMENT STAFF SUMMARY  
PUBLIC WORKS**

| POSITION TITLE                                              | ENACTED<br>FY 15 |          | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|-------------------------------------------------------------|------------------|----------|------------------|----------|------------------|----------|
|                                                             | POSITIONS        | SALARIES | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| <b><u>PUBLIC WORKS - WATER &amp; SEWER FUND, CONT'D</u></b> |                  |          |                  |          |                  |          |
| Management Assistant I                                      | 1.00             | 61,000   | 0.00             | 0        | 0.00             | 0        |
| Management Assistant II                                     | 1.00             | 64,000   | 2.00             | 128,830  | 2.00             | 132,695  |
| Permits Clerk                                               | 0.00             | 0        | 1.00             | 32,000   | 2.00             | 70,349   |
| Permits Review Supervisor                                   | 1.00             | 76,216   | 1.00             | 77,216   | 1.00             | 79,532   |
| Plant Operations Manager                                    | 2.00             | 169,157  | 2.00             | 171,157  | 2.00             | 176,292  |
| Plant Operator (Water/Wastewater)                           | 15.00            | 671,025  | 19.00            | 826,071  | 20.00            | 872,172  |
| Plant Operator Trainee I (Water/Wastewater)                 | 2.00             | 55,000   | 2.00             | 56,000   | 3.00             | 86,005   |
| Plant Operator Trainee II (Water/Wastewater)                | 13.00            | 432,948  | 8.00             | 273,123  | 6.00             | 208,678  |
| Plant Superintendent Water & Sewer                          | 3.00             | 264,474  | 3.00             | 266,475  | 3.00             | 274,471  |
| Pretreatment Inspector                                      | 1.00             | 45,656   | 1.00             | 46,656   | 1.00             | 48,056   |
| Process Engineer                                            | 2.00             | 147,614  | 1.00             | 90,614   | 1.00             | 93,332   |
| Senior Electrician Water & Sewer                            | 1.00             | 60,668   | 1.00             | 61,668   | 1.00             | 63,518   |
| Senior Instrument Technician                                | 1.00             | 64,371   | 1.00             | 65,370   | 1.00             | 67,333   |
| Senior Laboratory Technician                                | 2.00             | 96,696   | 2.00             | 98,696   | 2.00             | 98,674   |
| Senior Plant Operator                                       | 3.00             | 196,419  | 3.00             | 199,419  | 3.00             | 205,401  |
| Senior W/WW Facility Mechanic                               | 4.00             | 243,529  | 4.00             | 246,529  | 4.00             | 253,923  |
| Shift Supervisor/Plant Operations                           | 6.00             | 412,404  | 7.00             | 480,351  | 7.00             | 494,762  |
| Superintendent of Laboratories                              | 1.00             | 68,025   | 1.00             | 69,026   | 1.00             | 71,096   |
| Superintendent of Water & Sewer Facilities                  | 2.00             | 172,498  | 2.00             | 130,000  | 1.00             | 80,516   |
| Water & Sewer Facilities Maintenance Specialist             | 1.00             | 69,206   | 1.00             | 70,206   | 1.00             | 72,312   |
| Water & Sewer Permits Technician                            | 1.00             | 43,796   | 0.00             | 0        | 0.00             | 0        |
| Water & Sewer Utility Crew Chief                            | 6.00             | 319,083  | 6.00             | 313,454  | 6.00             | 320,019  |
| Water & Sewer Utility Technician I                          | 1.00             | 56,048   | 2.00             | 134,238  | 2.00             | 138,266  |
| Water & Sewer Utility Technician II                         | 0.00             | 0        | 0.00             | 0        | 0.00             | 0        |
| Water & Sewer Utility Technician III                        | 3.00             | 204,199  | 2.00             | 141,617  | 2.00             | 145,582  |
| Water & Sewer Utility Worker I                              | 6.00             | 186,553  | 7.00             | 201,395  | 10.00            | 270,890  |
| Water & Sewer Utility Worker II                             | 8.00             | 228,711  | 7.00             | 205,071  | 2.00             | 57,680   |
| Water & Sewer Utility Worker III (Certified)                | 6.00             | 228,949  | 6.00             | 232,948  | 5.00             | 195,692  |

**DEPARTMENT STAFF SUMMARY  
PUBLIC WORKS**

| POSITION TITLE                                              | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|-------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                                             | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b><u>PUBLIC WORKS - WATER &amp; SEWER FUND, CONT'D</u></b> |                  |                  |                  |                  |                  |                  |
| Water & Sewer Utility Worker III (Non-Certified)            | 3.00             | 104,135          | 3.00             | 105,253          | 6.00             | 206,800          |
| Water & Sewer Utility Worker IV                             | 4.00             | 161,363          | 4.00             | 164,263          | 4.00             | 169,190          |
| Water/Wastewater Facility Mechanic                          | 10.00            | 467,439          | 12.00            | 516,958          | 12.00            | 573,865          |
| Water/Wastewater Facility Mechanic Trainee                  | 3.00             | 99,300           | 1.00             | 34,100           | 1.00             | 35,123           |
| Water Meter Mechanic I                                      | 1.00             | 27,500           | 2.00             | 81,669           | 2.00             | 84,119           |
| Water Meter Mechanic II                                     | 7.00             | 284,615          | 6.00             | 237,704          | 6.00             | 263,875          |
| Water Meter Technician I                                    | 2.00             | 112,096          | 2.00             | 113,605          | 1.00             | 39,449           |
| Water Meter Technician II                                   | 1.00             | 60,127           | 1.00             | 61,127           | 2.00             | 124,658          |
| <b>FULL-TIME SALARIES</b>                                   | 172.00           | 9,207,126        | 170.00           | 9,133,073        | 170.00           | 9,445,221        |
| <b>SALARY OFFSET</b>                                        |                  | 0                |                  | 0                |                  | 0                |
| <b>TOTAL FULL-TIME SALARIES</b>                             | 172.00           | 9,207,126        | 170.00           | 9,133,073        | 170.00           | 9,445,221        |
| <b>TEMPORARY SALARIES</b>                                   |                  | 105,410          |                  | 405,582          |                  | 117,266          |
| <b>SUB-TOTAL WATER &amp; SEWER SALARIES</b>                 | <b>172.00</b>    | <b>9,312,536</b> | <b>170.00</b>    | <b>9,538,655</b> | <b>170.00</b>    | <b>9,562,487</b> |



**DEPARTMENT STAFF SUMMARY  
PUBLIC WORKS**

| POSITION TITLE                       | ENACTED<br>FY 15 |                   | ENACTED<br>FY 16 |                   | ENACTED<br>FY 17 |                   |
|--------------------------------------|------------------|-------------------|------------------|-------------------|------------------|-------------------|
|                                      | POSITIONS        | SALARIES          | POSITIONS        | SALARIES          | POSITIONS        | SALARIES          |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                   |                  |                   |                  |                   |
| Pension & Retirement                 |                  | 2,262,699         |                  | 2,187,946         |                  | 2,016,321         |
| Workers' Compensation                |                  | 835,130           |                  | 492,994           |                  | 785,041           |
| Health Benefits                      |                  | 6,097,962         |                  | 6,316,060         |                  | 5,724,154         |
| PEHP                                 |                  | 468,836           |                  | 526,580           |                  | 344,810           |
| Overtime & Shift Differential        |                  | 1,632,700         |                  | 1,663,655         |                  | 1,600,955         |
| FICA                                 |                  | 1,850,367         |                  | 1,797,243         |                  | 1,658,616         |
| Miscellaneous                        |                  | 60,900            |                  | 59,080            |                  | 51,800            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>13,208,594</b> |                  | <b>13,043,558</b> |                  | <b>12,181,697</b> |

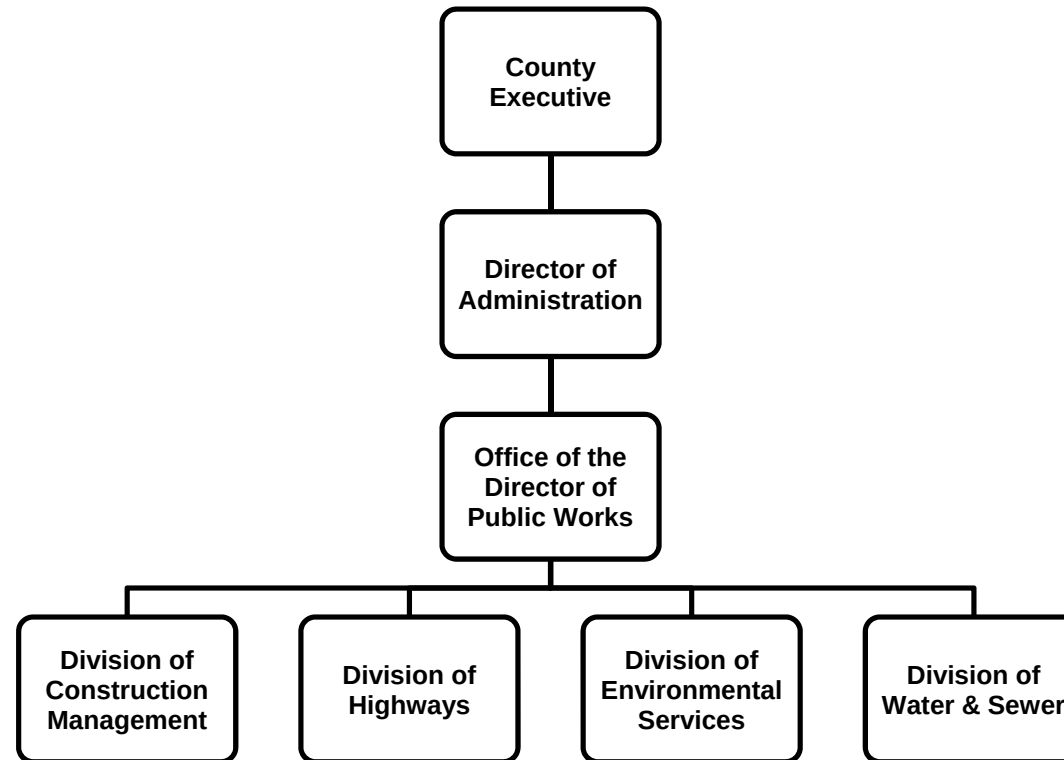
|                                                                              |               |                     |               |                   |               |                   |
|------------------------------------------------------------------------------|---------------|---------------------|---------------|-------------------|---------------|-------------------|
| <b><u>PUBLIC WORKS - DEPARTMENT TOTALS</u></b>                               |               |                     |               |                   |               |                   |
| <b>FULL-TIME SALARIES</b>                                                    | <b>434.00</b> | <b>22,493,046</b>   | <b>411.00</b> | <b>21,428,497</b> | <b>369.00</b> | <b>20,044,575</b> |
| <b>SALARY OFFSET</b>                                                         |               | <b>(107,954)</b>    |               | <b>0</b>          |               | <b>0</b>          |
| <b>TOTAL PART-TIME SALARIES</b>                                              | <b>1.20</b>   | <b>39,524</b>       | <b>0.00</b>   | <b>0</b>          | <b>0.00</b>   | <b>0</b>          |
| <b>TOTAL DEPARTMENTAL TEMPORARY SALARIES</b>                                 |               | <b>121,654</b>      |               | <b>405,582</b>    |               | <b>117,266</b>    |
| <b>TOTAL OTHER PERSONAL SERVICES</b>                                         |               | <b>13,208,594</b>   |               | <b>13,043,558</b> |               | <b>12,181,697</b> |
| <b>DEPARTMENTAL SALARY TOTAL</b>                                             | <b>435.20</b> | <b>35,754,864 *</b> | <b>411.00</b> | <b>34,877,637</b> | <b>369.00</b> | <b>32,343,538</b> |
| * FY 15 Salaries and Other Personal Services are Enacted not Audited amounts |               |                     |               |                   |               |                   |



## **Mt. Royal Stormwater Management**

# DEPARTMENT OF PUBLIC WORKS

## OFFICE OF THE DIRECTOR



**PUBLIC WORKS**  
**Director's Office**  
**Index #303110**

**ORIGIN/PURPOSE:**

The Director of Public Works provides guidance and administrative support to all divisions within the Department of Public Works. The Director works to provide a more efficient, cost-effective Department of Public Works which will define and meet the needs of our citizens while maintaining a work environment based on common sense, accountability, and compassion.

The Department of Public Works is divided into five major divisions: Water and Sewer, Highways, Stormwater Management, Environmental Services and Construction Management. This assures support and participation from each division of the Department in planning and improvements. The Director of Public Works is a position mandated by the Harford County Charter that must be held by an individual who possesses a Professional Engineer's license under the laws of the State of Maryland.

**FY 17 GOALS:**

TO WORK TOWARD A DEPARTMENT OF PUBLIC WORKS THAT IS A QUALITY AND CUSTOMER SERVICE ORIENTED ORGANIZATION, ON PAR WITH OR EXCEEDING THE EFFICIENCY AND EFFECTIVENESS OF COMPARABLE ORGANIZATIONS IN THE REGION, BY ROUTINELY RESEARCHING AND INVESTIGATING THE MEANS AND METHODS OF PERFORMING THE MANY TASKS THAT FALL UNDER THE PURVIEW OF THE DEPARTMENT

TO INVEST IN OUR EMPLOYEES AND ORGANIZATION BY PROVIDING AND SUPPORTING ADEQUATE TRAINING BUDGETS NECESSARY TO REMAIN UP-TO-DATE ON THE FREQUENT REVISIONS AND CONSTANT RESEARCH INTO IMPROVED PUBLIC WORKS CONSTRUCTION AND MAINTENANCE TECHNIQUES

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 245,720          | 249,927          | 268,920                     | 267,109                        | 267,109          |
| 20 CONTRACTUAL SERVICES             | 8,066            | 8,868            | 15,910                      | 12,840                         | 12,840           |
| 30 SUPPLIES & MATERIALS             | 65               | 527              | 975                         | 975                            | 975              |
| 40 BUSINESS AND TRAVEL              | 1,958            | 1,140            | 4,690                       | 4,690                          | 4,690            |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 167              | 0                | 700                         | 700                            | 700              |
| <b>GRAND TOTAL</b>                  | <b>255,976</b>   | <b>260,462</b>   | <b>291,195</b>              | <b>286,314</b>                 | <b>286,314</b>   |

**FUNDING SOURCE:**

|             |         |         |         |         |         |
|-------------|---------|---------|---------|---------|---------|
| 25 HIGHWAYS | 255,976 | 260,462 | 291,195 | 286,314 | 286,314 |
|-------------|---------|---------|---------|---------|---------|

**PUBLIC WORKS**  
**Director's Office**  
**Index #303110**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                           |
|--------------|--------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 268,920      | 267,109      | (1,811)       | <u>PERSONAL SERVICES</u> decrease (\$1,811)<br>Decrease is the net result of adjustments to health benefits, workers' compensation and PEHP (Post Employment Health Plan)                                                         |
| 15,910       | 12,840       | (3,070)       | <u>CONTRACTUAL SERVICES</u> decrease (\$3,070)<br>Decrease is the net result of financial/audit costs reduced based on new contract, offset by increase in office equipment and telephone service based on actual expense history |

# DIVISION STAFF SUMMARY

Director of Public Works

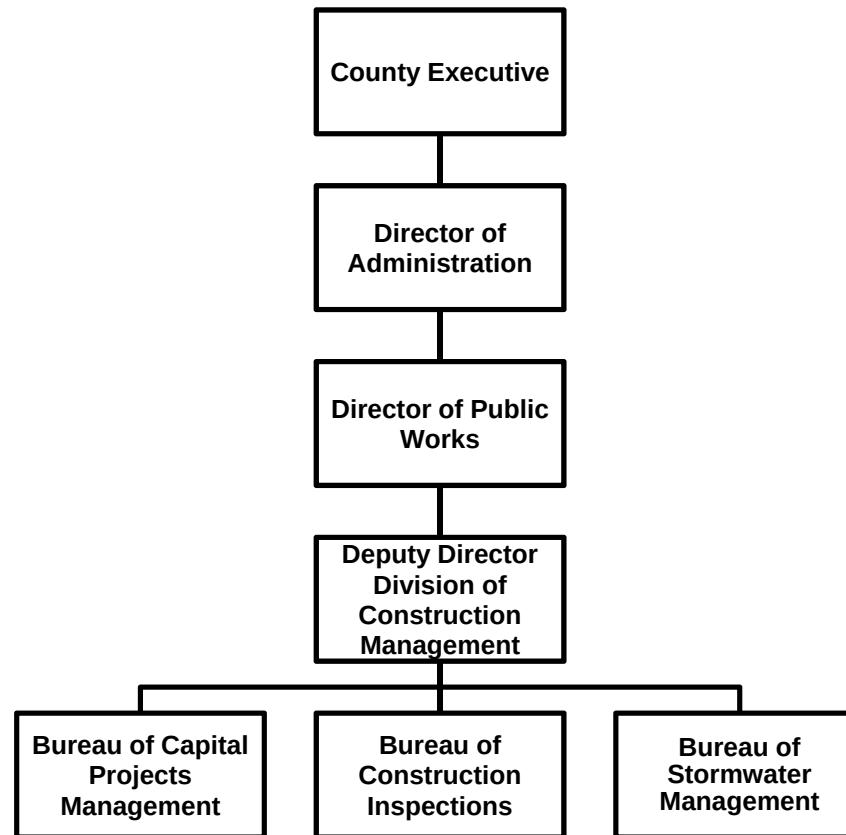
Index #303110

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Budget Technician II  | 1.00             | 71,061           | 1.00             | 72,061         | 1.00             | 72,061         |
| Director of Public Works             | 1.00             | 115,933          | 1.00             | 115,933        | 1.00             | 115,933        |
| <b>SALARY TOTAL</b>                  | <b>2.00</b>      | <b>186,994</b>   | <b>2.00</b>      | <b>187,994</b> | <b>2.00</b>      | <b>187,994</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension & Retirement                 |                  | 18,699           |                  | 18,799         |                  | 18,799         |
| Workers' Compensation                |                  | 430              |                  | 357            |                  | 639            |
| Health Benefits                      |                  | 41,040           |                  | 42,588         |                  | 41,267         |
| PEHP                                 |                  | 4,432            |                  | 4,520          |                  | 3,748          |
| FICA                                 |                  | 14,305           |                  | 14,382         |                  | 14,382         |
| Miscellaneous                        |                  | 280              |                  | 280            |                  | 280            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>79,186</b>    |                  | <b>80,926</b>  |                  | <b>79,115</b>  |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>2.00</b>      | <b>266,180 *</b> | <b>2.00</b>      | <b>268,920</b> | <b>2.00</b>      | <b>267,109</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

# DEPARTMENT OF PUBLIC WORKS

## DIVISION OF CONSTRUCTION MANAGEMENT



## PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT

### **ORIGIN/PURPOSE:**

The Division of Construction Management is one of four major Divisions within the Department of Public Works. The Division provides:

Comprehensive project management services for the design and construction of County-owned capital projects for County departments and agencies

Inspection services for construction of roads, bridges, storm water management facilities, water distribution lines, sewer lines and sewage pump stations, and commercial development infrastructure that will be transferred to county ownership

Enforcement inspections of erosion and sediment control measures at all public and private construction sites county-wide

Stormwater Management: Plan review and approval for stormwater management and sediment control; construction and post-construction/ maintenance inspections for stormwater management; implementation of the County's MS4 permit, or National Pollution Discharge

Elimination System (NPDES) Municipal Storm Separate Sewer System (MS4) permit.

### **MISSION STATEMENT:**

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.

PROVIDE PLAN REVIEW, MANAGEMENT, AND INSPECTION SERVICES TO IMPLEMENT SEDIMENT CONTROL, STORMWATER MANAGEMENT AND WATERSHED PROTECTION AND RESTORATION PROGRAMS TO PROTECT AND IMPROVE LOCAL STREAMS AND THE CHESAPEAKE BAY.

### **FY 17 GOALS:**

TO DIRECT AND MANAGE THE PROJECT DESIGN PROCESS BY CLOSE COORDINATION WITH THE CUSTOMER AGENCIES TO PROVIDE COST EFFECTIVE, COMPREHENSIVE DESIGN DOCUMENTS THAT BEST MEET FUNCTIONAL NEEDS OF THE USERS

TO MANAGE PROJECT CONSTRUCTION AND INSPECTION TO DELIVER PROJECTS THAT MEET DESIGN INTENT, CONTRACT REQUIREMENTS AND APPLICABLE CODES

TO COORDINATE ALL ACTIVITIES OF THE PROJECT TEAM - CUSTOMER AGENCY, CONTRACTOR, DESIGNER, OTHER INVOLVED PARTIES, AND THE GENERAL PUBLIC AS APPLICABLE

TO MANAGE THE PERMIT AND PLAN REVIEW PROCESS TO ENSURE COMPLIANCE WITH ALL THE APPLICABLE REQUIREMENTS AND APPROVE STORMWATER MANAGEMENT / SEDIMENT CONTROL PLANS THAT MEET STATE REGULATIONS AND PROTECT HARFORD COUNTY STREAMS

TO MANAGE ALL ASPECTS OF THE WATERSHED PROTECTION AND RESTORATION PROGRAMS AS REQUIRED BY THE MS4 (MUNICIPAL SEPARATE STORM SEWER SYSTEM) PERMIT

TO ENSURE CONSTRUCTION COMPLIES WITH APPROVED GRADING AND STORMWATER MANAGEMENT PERMITS THROUGH ONSITE INSPECTIONS AND COORDINATION WITH THE PERMIT HOLDER, CONTRACTOR, OR ENGINEER IN CHARGE

TO ENSURE COMPLETED STORM WATER FACILITIES CONTINUE TO FUNCTION PROPERLY THROUGH STATE MANDATED TRIENNIAL MAINTENANCE INSPECTIONS AND COORDINATION WITH OWNERS OF THE STORMWATER MANAGEMENT FACILITIES



**PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT**

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17        |
|-------------------------------------|-------------------------|-------------------------|-----------------------------|--------------------------------|-------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                         |                         |                             |                                |                         |
| 10 PERSONAL SERVICES                | 3,053,615               | 2,855,347               | 3,584,800                   | 3,769,293                      | 3,769,293               |
| 20 CONTRACTUAL SERVICES             | 190,400                 | 182,952                 | 331,366                     | 239,460                        | 239,460                 |
| 30 SUPPLIES & MATERIALS             | 29,786                  | 16,764                  | 24,345                      | 24,345                         | 24,345                  |
| 40 BUSINESS AND TRAVEL              | 64,960                  | 59,758                  | 110,125                     | 91,125                         | 91,125                  |
| 50 CAPITAL OUTLAY                   | 1,979                   | 1,330                   | 0                           | 0                              | 0                       |
| 70 MISCELLANEOUS                    | 0                       | 0                       | 4,952                       | 6,139                          | 6,139                   |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 1,621                   | 2,263                   | 4,100                       | 4,100                          | 4,100                   |
| <b>GRAND TOTAL</b>                  | <b><u>3,342,361</u></b> | <b><u>3,118,414</u></b> | <b><u>4,059,688</u></b>     | <b><u>4,134,462</u></b>        | <b><u>4,134,462</u></b> |

**SUMMARY BY FUND:**

|                    |                         |                         |                         |                         |                         |
|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL         | 0                       | 0                       | 1,211,903               | 1,484,549               | 1,484,549               |
| 25 HIGHWAYS        | 3,342,361               | 3,118,414               | 2,847,785               | 2,649,913               | 2,649,913               |
| <b>GRAND TOTAL</b> | <b><u>3,342,361</u></b> | <b><u>3,118,414</u></b> | <b><u>4,059,688</u></b> | <b><u>4,134,462</u></b> | <b><u>4,134,462</u></b> |

**SUMMARY BY DIVISION:**

**GENERAL FUND**

|        |                       |   |   |           |           |           |
|--------|-----------------------|---|---|-----------|-----------|-----------|
| 301603 | STORMWATER MANAGEMENT | 0 | 0 | 1,211,903 | 1,484,549 | 1,484,549 |
|--------|-----------------------|---|---|-----------|-----------|-----------|

**HIGHWAYS FUND**

|                    |                                          |                         |                         |                         |                         |                         |
|--------------------|------------------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 303125             | BUREAU OF CAPITAL PROJECTS<br>MANAGEMENT | 719,935                 | 719,377                 | 702,797                 | 755,455                 | 755,455                 |
| 303220             | BUREAU OF CONSTRUCTION<br>INSPECTIONS    | 2,622,426               | 2,399,037               | 2,144,988               | 1,894,458               | 1,894,458               |
| <b>GRAND TOTAL</b> |                                          | <b><u>3,342,361</u></b> | <b><u>3,118,414</u></b> | <b><u>4,059,688</u></b> | <b><u>4,134,462</u></b> | <b><u>4,134,462</u></b> |

**PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                                                                                         |
|--------------|--------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3,584,800    | 3,769,293    | 184,493       | <p><u>PERSONAL SERVICES</u> increase \$184,493</p> <p>Increase is the net result of two 2 positions abolished under highways fund construction inspections and transferred to general fund with one 1 additional position from another public works agency, the FY 17 Merit salary increase of 3%, workers' compensation and health benefits offset by turnover and pension</p> |
| 331,366      | 239,460      | (91,906)      | <p><u>CONTRACTUAL SERVICES</u> decrease (\$91,906)</p> <p>Decrease is the net result of space and real estate rental as lease for office space no longer needed now that construction inspection has moved back into county owned building offset by increase in other professional services based on actual expense history</p>                                                |
| 110,125      | 91,125       | (19,000)      | <p><u>BUSINESS AND TRAVEL</u> decrease (\$19,000)</p> <p>Decrease is the net result of county owned vehicles and fuel charges based on actual expense history</p>                                                                                                                                                                                                               |
| 4,952        | 6,139        | 1,187         | <p><u>MISCELLANEOUS</u> increase \$1,187</p> <p>Increase is the net result of pro rata shares to the Director of DPW</p>                                                                                                                                                                                                                                                        |

**DEPARTMENT STAFF SUMMARY**  
**PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT**

| POSITION TITLE                        | ENACTED<br>FY 15 |            | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|---------------------------------------|------------------|------------|------------------|------------------|------------------|------------------|
|                                       | POSITIONS        | SALARIES   | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b><u>GENERAL FUND</u></b>            |                  |            |                  |                  |                  |                  |
| Administrative Assistant I            | 0.00             | 0          | 0.00             | 0                | 1.00             | 39,449           |
| Administrative Specialist I           | 0.00             | 0          | 0.00             | 0                | 1.00             | 46,350           |
| Chief, Construction Inspector         | 0.00             | 0          | 1.00             | 65,210           | 1.00             | 67,167           |
| Civil Engineer II                     | 0.00             | 0          | 2.00             | 141,007          | 2.00             | 145,237          |
| Civil Engineer III                    | 0.00             | 0          | 1.00             | 93,307           | 1.00             | 96,108           |
| Civil Engineer IV                     | 0.00             | 0          | 1.00             | 114,525          | 1.00             | 117,961          |
| Engineering Associate II              | 0.00             | 0          | 1.00             | 44,035           | 1.00             | 45,356           |
| Engineering Associate IV              | 0.00             | 0          | 1.00             | 82,465           | 1.00             | 84,939           |
| Engineering Associate V               | 0.00             | 0          | 2.00             | 178,182          | 2.00             | 183,527          |
| Inspector I                           | 0.00             | 0          | 0.00             | 0                | 1.00             | 51,912           |
| Inspector II                          | 0.00             | 0          | 1.00             | 44,900           | 0.00             | 0                |
| Inspector III                         | 0.00             | 0          | 0.00             | 0                | 1.00             | 54,384           |
| <b>SALARY TOTAL</b>                   | <b>0.00</b>      | <b>0</b>   | <b>10.00</b>     | <b>763,631</b>   | <b>13.00</b>     | <b>932,390</b>   |
| <b><u>OTHER PERSONAL SERVICES</u></b> |                  |            |                  |                  |                  |                  |
| Pension & Retirement                  |                  | 0          |                  | 76,363           |                  | 93,239           |
| Workers' Compensation                 |                  | 0          |                  | 1,248            |                  | 4,354            |
| Health Benefits                       |                  | 0          |                  | 149,886          |                  | 219,274          |
| FICA                                  |                  | 0          |                  | 58,418           |                  | 71,328           |
| Miscellaneous                         |                  | 0          |                  | 1,400            |                  | 1,820            |
| <b>TOTAL OTHER PERSONAL SERVICES</b>  |                  | <b>0</b>   |                  | <b>287,315</b>   |                  | <b>390,015</b>   |
| <b>TOTAL PERSONAL SERVICES</b>        | <b>0.00</b>      | <b>0 *</b> | <b>10.00</b>     | <b>1,050,946</b> | <b>13.00</b>     | <b>1,322,405</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**DEPARTMENT STAFF SUMMARY**  
**PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT**

| POSITION TITLE                           | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|------------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                          | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b><u>HIGHWAYS FUND</u></b>              |                  |                    |                  |                  |                  |                  |
| Administrative Assistant I               | 3.00             | 170,829            | 3.00             | 157,852          | 3.00             | 162,587          |
| Administrative Budget Technician II      | 1.00             | 71,061             | 1.00             | 72,061           | 1.00             | 74,223           |
| Chief, Bureau of Construction Management | 1.00             | 91,392             | 1.00             | 92,392           | 1.00             | 95,164           |
| Chief, Construction Inspector            | 3.00             | 234,593            | 2.00             | 144,830          | 2.00             | 153,361          |
| Chief, Vertical Inspector                | 1.00             | 78,494             | 1.00             | 79,494           | 1.00             | 81,879           |
| Civil Engineer IV                        | 1.00             | 109,897            | 1.00             | 110,897          | 1.00             | 114,224          |
| Deputy Director of Public Works          | 1.00             | 109,666            | 1.00             | 109,666          | 1.00             | 110,666          |
| Engineering Associate V                  | 1.00             | 60,013             | 1.00             | 61,013           | 1.00             | 62,843           |
| Inspector I                              | 4.00             | 178,003            | 2.00             | 76,600           | 1.00             | 39,449           |
| Inspector II                             | 9.00             | 470,748            | 9.00             | 449,311          | 9.00             | 455,374          |
| Inspector III                            | 7.00             | 421,503            | 6.00             | 364,115          | 5.00             | 294,099          |
| <b>SALARY TOTAL</b>                      | <b>32.00</b>     | <b>1,996,199</b>   | <b>28.00</b>     | <b>1,718,231</b> | <b>26.00</b>     | <b>1,643,869</b> |
| <b><u>OTHER PERSONAL SERVICES</u></b>    |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                     |                  | 199,620            |                  | 171,824          |                  | 164,387          |
| Workers' Compensation                    |                  | 43,924             |                  | 7,534            |                  | 14,901           |
| Health Benefits                          |                  | 470,300            |                  | 393,691          |                  | 398,351          |
| PEHP                                     |                  | 39,888             |                  | 36,160           |                  | 29,984           |
| Overtime                                 |                  | 31,000             |                  | 66,000           |                  | 66,000           |
| FICA                                     |                  | 155,081            |                  | 136,494          |                  | 125,756          |
| Miscellaneous                            |                  | 4,480              |                  | 3,920            |                  | 3,640            |
| <b>TOTAL OTHER PERSONAL SERVICES</b>     |                  | <b>944,293</b>     |                  | <b>815,623</b>   |                  | <b>803,019</b>   |
| <b>TOTAL PERSONAL SERVICES</b>           | <b>32.00</b>     | <b>2,940,492 *</b> | <b>28.00</b>     | <b>2,533,854</b> | <b>26.00</b>     | <b>2,446,888</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

## DPW - CONSTRUCTION MANAGEMENT OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To ensure effective delivery of the Engineering and Construction programs.

### **Department Objective**

To maintain a level of inspector productivity that is equal to or greater than the industry standard.

### **County Goal(s) Supported**

I. Fiscal Balance and Efficiency

| Measure                                                                                  | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                                                     |             |             |             |             |               |
| Dollars allocated                                                                        | \$360,000   | \$270,000   | \$300,000   | \$270,000   | \$360,000     |
| Number of staff*                                                                         | 6           | 4.5         | 5           | 4.5         | 6             |
| <b><u>Output:</u></b>                                                                    |             |             |             |             |               |
| Dollar cost of construction work that was inspected                                      | \$6,455,045 | \$4,125,076 | \$7,622,478 | \$5,000,000 | \$8,000,000   |
| <b><u>Efficiency:</u></b>                                                                |             |             |             |             |               |
| Construction work inspected per inspector<br>(measured in dollar cost of inspected work) | \$1,075,841 | \$916,683   | \$1,524,496 | \$1,110,000 | \$1,333,333   |
| Target for each inspector (based on industry standard)                                   | \$1,240,005 | \$1,240,005 | \$1,240,000 | \$1,000,000 | \$1,240,000   |
| <b><u>Service Quality:</u></b>                                                           |             |             |             |             |               |
| Percent of industry standard achieved                                                    | 87%         | 74%         | 123%        | 111%        | 108%          |
| <b><u>Outcome:</u></b>                                                                   |             |             |             |             |               |
| Inspection costs as a percentage of construction amount                                  | 5.6%        | 6.5%        | 3.9%        | 5.4%        | 4.5%          |

\*includes 3 County employees and 2 contract inspectors

### **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.

**PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT**  
**Bureau of Capital Projects Management**  
**Index #303125**

**ORIGIN/PURPOSE:**

The Bureau of Capital Projects Management provides comprehensive project management services for the design and construction of County-owned buildings and other capital projects for County departments and agencies in accordance with Sections 16-25 and 41-26 of the Harford County Code.

**FY 17 GOALS:**

TO DIRECT AND MANAGE THE PROJECT DESIGN PROCESS BY CLOSE COORDINATION WITH THE CUSTOMER AGENCIES TO PROVIDE COST EFFECTIVE, COMPREHENSIVE DESIGN DOCUMENTS THAT BEST MEET FUNCTIONAL NEEDS OF THE USERS  
 TO MANAGE PROJECT CONSTRUCTION AND INSPECTION TO DELIVER PROJECTS THAT MEET DESIGN INTENT, CONTRACT REQUIREMENTS, AND APPLICABLE CODES  
 TO COORDINATE ALL ACTIVITIES OF THE PROJECT TEAM - CUSTOMER AGENCY, CONTRACTOR, DESIGNER, OTHER INVOLVED PARTIES, AND THE GENERAL PUBLIC AS APPLICABLE

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 689,170                  | 693,477                  | 673,797                              | 689,355                                 | 689,355                  |
| 20 CONTRACTUAL SERVICES             | 13,748                   | 13,369                   | 13,900                               | 51,000                                  | 51,000                   |
| 30 SUPPLIES & MATERIALS             | 7,815                    | 2,593                    | 3,700                                | 3,700                                   | 3,700                    |
| 40 BUSINESS AND TRAVEL              | 9,202                    | 8,738                    | 11,000                               | 11,000                                  | 11,000                   |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 0                        | 1,200                    | 400                                  | 400                                     | 400                      |
| <b>GRAND TOTAL</b>                  | <b>719,935</b>           | <b>719,377</b>           | <b>702,797</b>                       | <b>755,455</b>                          | <b>755,455</b>           |

**FUNDING SOURCE:**

|             |                |                |                |                |                |
|-------------|----------------|----------------|----------------|----------------|----------------|
| 25 HIGHWAYS | <b>719,935</b> | <b>719,377</b> | <b>702,797</b> | <b>755,455</b> | <b>755,455</b> |
|-------------|----------------|----------------|----------------|----------------|----------------|

|                                                                                                                                                             |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT</b><br/> <b>Bureau of Capital Projects Management</b><br/> <b>Index #303125</b></p> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                     |
|--------------|--------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 673,797      | 689,355      | 15,558        | <u>PERSONAL SERVICES</u> increase \$15,558<br>Increase is the net result of the FY 17 Merit salary increase of 3% and workers' compensation offset by adjustments to health benefits and PEHP (Post Employment Health Plan) |
| 13,900       | 51,000       | 37,100        | <u>CONTRACTUAL SERVICES</u> increase \$37,100<br>Increase is the net result of space and real estate rental as office relocated to county owned facility with lease payment to General fund                                 |

**DIVISION STAFF SUMMARY**  
**Bureau of Capital Projects Management**  
**Index #303125**

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Assistant II          | 1.00             | 59,773           | 1.00             | 44,796         | 1.00             | 46,140         |
| Chief, Vertical Inspector            | 1.00             | 78,494           | 1.00             | 79,494         | 1.00             | 81,879         |
| Civil Engineer IV                    | 1.00             | 109,897          | 1.00             | 110,897        | 1.00             | 114,224        |
| Engineering Associate V              | 1.00             | 60,013           | 1.00             | 61,013         | 1.00             | 62,843         |
| Inspector I                          | 2.00             | 102,000          | 0.00             | 0              | 0.00             | 0              |
| Inspector II                         | 0.00             | 0                | 2.00             | 107,060        | 2.00             | 110,272        |
| Inspector III                        | 1.00             | 57,876           | 1.00             | 58,876         | 1.00             | 60,642         |
| <b>SALARY TOTAL</b>                  | <b>7.00</b>      | <b>468,053</b>   | <b>7.00</b>      | <b>462,136</b> | <b>7.00</b>      | <b>476,000</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension & Retirement                 |                  | 46,805           |                  | 46,214         |                  | 47,600         |
| Workers' Compensation                |                  | 7,701            |                  | 1,399          |                  | 3,504          |
| Health Benefits                      |                  | 125,843          |                  | 113,078        |                  | 112,613        |
| PEHP                                 |                  | 13,296           |                  | 13,560         |                  | 11,244         |
| Overtime                             |                  | 1,000            |                  | 1,000          |                  | 1,000          |
| FICA                                 |                  | 35,883           |                  | 35,430         |                  | 36,414         |
| Miscellaneous                        |                  | 980              |                  | 980            |                  | 980            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>231,508</b>   |                  | <b>211,661</b> |                  | <b>213,355</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>7.00</b>      | <b>699,561 *</b> | <b>7.00</b>      | <b>673,797</b> | <b>7.00</b>      | <b>689,355</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts



**PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT**  
**Bureau of Construction Inspection**  
**Index #303220**

**ORIGIN/PURPOSE:**

The Bureau of Construction Inspections (BCI) provides inspection services for construction of roads, bridges, storm water management facilities, water distribution lines, sewer lines and sewage pump stations, and commercial development infrastructure that will be transferred to county ownership. BCI also provides enforcement inspections of erosion and sediment control measures at all public and private construction sites county-wide.

**FY 17 GOAL:**

TO DIRECT AND MANAGE THE PROJECT DESIGN PROCESS BY CLOSE COORDINATION WITH THE CUSTOMER AGENCIES TO PROVIDE COST EFFECTIVE, COMPREHENSIVE DESIGN DOCUMENTS THAT BEST MEET FUNCTIONAL NEEDS OF THE USERS  
 TO MANAGE PROJECT CONSTRUCTION AND INSPECTION TO DELIVER PROJECTS THAT MEET DESIGN INTENT, CONTRACT REQUIREMENTS, AND APPLICABLE CODES  
 TO COORDINATE ALL ACTIVITIES OF THE PROJECT TEAM - CUSTOMER AGENCY, CONTRACTOR, DESIGNER, OTHER INVOLVED PARTIES, AND THE GENERAL PUBLIC AS APPLICABLE

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 2,364,445                | 2,161,870                | 1,860,057                            | 1,757,533                               | 1,757,533                |
| 20 CONTRACTUAL SERVICES             | 176,652                  | 169,583                  | 188,256                              | 59,250                                  | 59,250                   |
| 30 SUPPLIES & MATERIALS             | 21,971                   | 14,171                   | 11,700                               | 11,700                                  | 11,700                   |
| 40 BUSINESS AND TRAVEL              | 55,758                   | 51,020                   | 81,475                               | 62,475                                  | 62,475                   |
| 50 CAPITAL OUTLAY                   | 1,979                    | 130                      | 0                                    | 0                                       | 0                        |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 1,621                    | 2,263                    | 3,500                                | 3,500                                   | 3,500                    |
| <b>GRAND TOTAL</b>                  | <b><u>2,622,426</u></b>  | <b><u>2,399,037</u></b>  | <b><u>2,144,988</u></b>              | <b><u>1,894,458</u></b>                 | <b><u>1,894,458</u></b>  |

**FUNDING SOURCE:**

|             |                         |                         |                         |                         |                         |
|-------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 25 HIGHWAYS | <b><u>2,622,426</u></b> | <b><u>2,399,037</u></b> | <b><u>2,144,988</u></b> | <b><u>1,894,458</u></b> | <b><u>1,894,458</u></b> |
|-------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

|                                                                                                                                                         |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT</b><br/> <b>Bureau of Construction Inspection</b><br/> <b>Index #303220</b></p> |
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**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                                                |
|--------------|--------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1,860,057    | 1,757,533    | (102,524)     | <p><u>PERSONAL SERVICES</u> decrease (\$102,524)</p> <p>Decrease is the net result of two (2) positions abolished and pins moved to the general fund under Stormwater Management, turnover, PEHP (Post Employment Health Plan) and FICA offset by the FY 17 Merit salary increase of 3%, workers' compensation and health benefits</p> |
| 188,256      | 59,250       | (129,006)     | <p><u>CONTRACTUAL SERVICES</u> decrease (\$129,006)</p> <p>Decrease is the net result of space and real estate rental, electricity and other professional services</p>                                                                                                                                                                 |
| 81,475       | 62,475       | (19,000)      | <p><u>BUSINESS AND TRAVEL</u> decrease (\$19,000)</p> <p>Decrease is the net result of county owned vehicles and fuel charges</p>                                                                                                                                                                                                      |

**DIVISION STAFF SUMMARY**  
**Bureau of Construction Inspections**  
**Index #303220**

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Administrative Assistant II          | 2.00             | 111,056            | 2.00             | 113,056          | 2.00             | 116,447          |
| Administrative Budget Technician II  | 1.00             | 71,061             | 1.00             | 72,061           | 1.00             | 74,223           |
| Chief, Bureau of Construction Mgt    | 1.00             | 91,392             | 1.00             | 92,392           | 1.00             | 95,164           |
| Chief, Construction Inspector        | 3.00             | 234,593            | 2.00             | 144,830          | 2.00             | 153,361          |
| Deputy Director of Public Works      | 1.00             | 109,666            | 1.00             | 109,666          | 1.00             | 110,666          |
| Inspector I                          | 2.00             | 76,003             | 2.00             | 76,600           | 1.00             | 39,449           |
| Inspector II                         | 9.00             | 470,748            | 7.00             | 342,251          | 7.00             | 345,102          |
| Inspector III                        | 6.00             | 363,627            | 5.00             | 305,239          | 4.00             | 233,457          |
| <b>SALARY TOTAL</b>                  | <b>25.00</b>     | <b>1,528,146</b>   | <b>21.00</b>     | <b>1,256,095</b> | <b>19.00</b>     | <b>1,167,869</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                 |                  | 152,815            |                  | 125,610          |                  | 116,787          |
| Workers' Compensation                |                  | 36,223             |                  | 6,135            |                  | 11,397           |
| Health Benefits                      |                  | 344,457            |                  | 280,613          |                  | 285,738          |
| PEHP                                 |                  | 26,592             |                  | 22,600           |                  | 18,740           |
| Overtime                             |                  | 30,000             |                  | 65,000           |                  | 65,000           |
| FICA                                 |                  | 119,198            |                  | 101,064          |                  | 89,342           |
| Miscellaneous                        |                  | 3,500              |                  | 2,940            |                  | 2,660            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>712,785</b>     |                  | <b>603,962</b>   |                  | <b>589,664</b>   |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>25.00</b>     | <b>2,240,931 *</b> | <b>21.00</b>     | <b>1,860,057</b> | <b>19.00</b>     | <b>1,757,533</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT**  
**Stormwater Management - General Fund**  
**Index #301603**

**ORIGIN/PURPOSE:**

The Stormwater Management group is responsible for three separate programs: (1) Plan review and approval for stormwater management and sediment control; (2) Construction and post-construction/maintenance inspections for stormwater management; and (3) Implementation of the County's MS4 permit, or National Pollution Discharge Elimination System (NPDES) Municipal Storm Separate Sewer System (MS4) permit.

Administration of the stormwater management and sediment control program is delegated by the Maryland Department of the Environment (MDE). Recent updates to the state stormwater management regulations have required new development to focus on designing and constructing smaller stormwater management facilities resulting in a significantly larger number of facilities being constructed. The new regulations have increased plans review times and the time required to complete inspections.

Harford County received its most recent five-year MS4 permit in December, 2014. The MS4 permit is required by the Environmental Protection Agency (EPA) and issued by MDE. Permit requirements include assessing stream health through watershed assessments, identifying opportunities to improve stream health through watershed restoration plans, and designing and constructing watershed restoration projects to improve stream health. Projects include but are not limited to constructing new stormwater management facilities, upgrading existing stormwater management facilities, and constructing stream restorations. Additional permit requirements include monitoring stream health, identifying sources of potential impacts to stream health from commercial, industrial and residential properties and implementing a public outreach program.

All funds were transferred from #303320 Stormwater Management Fund to new index #301603 Stormwater Management - General Fund due to Bill No. 14-036 repealing the stormwater remediation fees.

**FY 17 GOALS:**

TO MANAGE THE PERMIT AND PLAN REVIEW PROCESS TO ENSURE COMPLIANCE WITH ALL APPLICABLE REQUIREMENTS AND APPROVE STORMWATER MANAGEMENT/SEDIMENT CONTROL PLANS THAT MEET STATE REGULATIONS AND PROTECT HARFORD COUNTY STREAMS

TO MANAGE ALL ASPECTS OF THE WATERSHED PROTECTION AND RESTORATION PROGRAMS AS REQUIRED BY MS4 (MUNICIPAL SEPARATE STORM SEWER SYSTEM) PERMIT

TO ENSURE CONSTRUCTION COMPLIES WITH APPROVED GRADING AND STORMWATER MANAGEMENT PERMITS THROUGH ONSITE INSPECTIONS AND COORDINATION WITH THE PERMIT HOLDER, CONTRACTOR, OR ENGINEER IN CHARGE

TO ENSURE COMPLETED STORMWATER FACILITIES CONTINUE TO FUNCTION PROPERLY THROUGH STATE MANDATED TRIENNIAL MAINTENANCE INSPECTIONS AND COORDINATION WITH OWNERS OF THE STORMWATER MANAGEMENT FACILITIES.

**PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT**  
**Stormwater Management - General Fund**  
**Index #301603**

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 0                | 0                | 1,050,946                   | 1,322,405                      | 1,322,405        |
| 20 CONTRACTUAL SERVICES             | 0                | 0                | 129,210                     | 129,210                        | 129,210          |
| 30 SUPPLIES & MATERIALS             | 0                | 0                | 8,945                       | 8,945                          | 8,945            |
| 40 BUSINESS AND TRAVEL              | 0                | 0                | 17,650                      | 17,650                         | 17,650           |
| 70 MISCELLANEOUS                    | 0                | 0                | 4,952                       | 6,139                          | 6,139            |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 0                | 0                | 200                         | 200                            | 200              |
| <b>GRAND TOTAL</b>                  | <b>0</b>         | <b>0</b>         | <b>1,211,903</b>            | <b>1,484,549</b>               | <b>1,484,549</b> |
| <b><u>SUMMARY BY FUND:</u></b>      |                  |                  |                             |                                |                  |
| 11 GENERAL                          | 0                | 0                | 1,211,903                   | 1,484,549                      | 1,484,549        |
|                                     | <b>0</b>         | <b>0</b>         | <b>1,211,903</b>            | <b>1,484,549</b>               | <b>1,484,549</b> |
| <b><u>SUMMARY BY DIVISION:</u></b>  |                  |                  |                             |                                |                  |
| 301603 STORMWATER MANAGEMENT        | 0                | 0                | 1,211,903                   | 1,484,549                      | 1,484,549        |
| <b>GRAND TOTAL</b>                  | <b>0</b>         | <b>0</b>         | <b>1,211,903</b>            | <b>1,484,549</b>               | <b>1,484,549</b> |

|                                                                                                                                                            |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>PUBLIC WORKS - DIVISION OF CONSTRUCTION MANAGEMENT</b><br/> <b>Stormwater Management - General Fund</b><br/> <b>Index #301603</b></p> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                              |
|--------------|--------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1,050,946    | 1,322,405    | 271,459       | <p><u>PERSONAL SERVICES</u> increase \$271,459</p> <p>Increase is the net result of three (3) positions transferred in from other and reclassified from other Public Works agencies, the FY 17 Merit salary increase of 3%, miscellaneous salary adjustments, pension, workers' compensation and health benefits</p> |
| 4,952        | 6,139        | 1,187         | <p><u>MISCELLANEOUS</u> increase \$1,187</p> <p>Increase is the net result of pro rata shares to the Director of DPW</p>                                                                                                                                                                                             |

**DIVISION STAFF SUMMARY**  
**Stormwater Management-General Fund**  
**Index #301603**

| POSITION TITLE                       | ENACTED<br>FY 15 |            | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES   | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Administrative Assistant I           | 0.00             | 0          | 0.00             | 0                | 1.00             | 39,449           |
| Administrative Specialist I          | 0.00             | 0          | 0.00             | 0                | 1.00             | 46,350           |
| Chief, Construction Inspector        | 0.00             | 0          | 1.00             | 65,210           | 1.00             | 67,167           |
| Civil Engineer II                    | 0.00             | 0          | 2.00             | 141,007          | 2.00             | 145,237          |
| Civil Engineer III                   | 0.00             | 0          | 1.00             | 93,307           | 1.00             | 96,108           |
| Civil Engineer IV                    | 0.00             | 0          | 1.00             | 114,525          | 1.00             | 117,961          |
| Engineering Associate II             | 0.00             | 0          | 1.00             | 44,035           | 1.00             | 45,356           |
| Engineering Associate IV             | 0.00             | 0          | 1.00             | 82,465           | 1.00             | 84,939           |
| Engineering Associate V              | 0.00             | 0          | 2.00             | 178,182          | 2.00             | 183,527          |
| Inspector I                          | 0.00             | 0          | 0.00             | 0                | 1.00             | 51,912           |
| Inspector II                         | 0.00             | 0          | 1.00             | 44,900           | 0.00             | 0                |
| Inspector III                        | 0.00             | 0          | 0.00             | 0                | 1.00             | 54,384           |
| <b>SALARY TOTAL</b>                  | <b>0.00</b>      | <b>0</b>   | <b>10.00</b>     | <b>763,631</b>   | <b>13.00</b>     | <b>932,390</b>   |
| <b>OTHER PERSONAL SERVICES</b>       |                  |            |                  |                  |                  |                  |
| Pension & Retirement                 |                  | 0          |                  | 76,363           |                  | 93,239           |
| Workers' Compensation                |                  | 0          |                  | 1,248            |                  | 4,354            |
| Health Benefits                      |                  | 0          |                  | 149,886          |                  | 219,274          |
| FICA                                 |                  | 0          |                  | 58,418           |                  | 71,328           |
| Miscellaneous                        |                  | 0          |                  | 1,400            |                  | 1,820            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>0</b>   |                  | <b>287,315</b>   |                  | <b>390,015</b>   |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>0.00</b>      | <b>0 *</b> | <b>10.00</b>     | <b>1,050,946</b> | <b>13.00</b>     | <b>1,322,405</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**PUBLIC WORKS - DIVISION OF STORMWATER MANAGEMENT**

**ORIGIN/PURPOSE:**

Operating funds were transferred from #303320 Stormwater Management to a new index #301603 - Stormwater Management - General Fund in FY 16. This account is set up for FY 17 as a special fund for deposit of a certain portion of the recordation tax, \$0.55 for each of the sale price (or lien amount) for each property deed recorded. The proceeds of this fund are used for the County's watershed protection and restoration program as mandated under State of Maryland law. The State requires a separate fund be established for this purpose.

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 1,175,450        | 1,169,849        | 0                           | 0                              | 0                |
| 20 CONTRACTUAL SERVICES             | 15,415           | 37,352           | 0                           | 0                              | 0                |
| 30 SUPPLIES & MATERIALS             | 7,596            | 6,683            | 0                           | 0                              | 0                |
| 40 BUSINESS AND TRAVEL              | 15,128           | 22,126           | 0                           | 0                              | 0                |
| 50 CAPITAL OUTLAY                   | 26,294           | 0                | 0                           | 0                              | 0                |
| 70 MISCELLANEOUS                    | 0                | 80,373           | 0                           | 1,783,900                      | 1,783,900        |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 0                | 0                | 0                           | 0                              | 0                |
| <b>GRAND TOTAL</b>                  | <b>1,239,883</b> | <b>1,316,383</b> | <b>0</b>                    | <b>1,783,900</b>               | <b>1,783,900</b> |
| <b><u>SUMMARY BY FUND:</u></b>      |                  |                  |                             |                                |                  |
| 29 STORMWATER MANAGEMENT            | 1,239,883        | 1,316,383        | 0                           | 1,783,900                      | 1,783,900        |
|                                     | <b>1,239,883</b> | <b>1,316,383</b> | <b>0</b>                    | <b>1,783,900</b>               | <b>1,783,900</b> |
| <b><u>SUMMARY BY DIVISION:</u></b>  |                  |                  |                             |                                |                  |
| 303320 STORMWATER MANAGEMENT        | 1,239,883        | 1,316,383        | 0                           | 1,783,900                      | 1,783,900        |
| <b>GRAND TOTAL</b>                  | <b>1,239,883</b> | <b>1,316,383</b> | <b>0</b>                    | <b>1,783,900</b>               | <b>1,783,900</b> |

**FINANCIAL NOTES:**

| FY 16 | FY 17     | CHANGE    | EXPLANATION OF INCREASE/DECREASE                          |
|-------|-----------|-----------|-----------------------------------------------------------|
| 0     | 1,783,900 | 1,783,900 | MISCELLANEOUS increase \$1,783,900<br>Other Contingencies |



**DEPARTMENT STAFF SUMMARY**  
**PUBLIC WORKS - STORMWATER MANAGEMENT**  
Index #303320

| POSITION TITLE                       | ENACTED<br>FY 15    |                           | ENACTED<br>FY 16   |                 | ENACTED<br>FY 17   |                 |
|--------------------------------------|---------------------|---------------------------|--------------------|-----------------|--------------------|-----------------|
|                                      | POSITIONS           | SALARIES                  | POSITIONS          | SALARIES        | POSITIONS          | SALARIES        |
| Administrative Specialist I          | 1.00                | 50,365                    | 0.00               | 0               | 0.00               | 0               |
| Civil Engineer II                    | 3.00                | 189,007                   | 0.00               | 0               | 0.00               | 0               |
| Civil Engineer III                   | 1.00                | 92,307                    | 0.00               | 0               | 0.00               | 0               |
| Civil Engineer IV                    | 1.00                | 113,525                   | 0.00               | 0               | 0.00               | 0               |
| Engineering Associate II             | 1.00                | 43,035                    | 0.00               | 0               | 0.00               | 0               |
| Engineering Associate IV             | 1.00                | 81,465                    | 0.00               | 0               | 0.00               | 0               |
| Engineering Associate V              | 2.00                | 176,182                   | 0.00               | 0               | 0.00               | 0               |
| Inspector II                         | 1.00                | 43,900                    | 0.00               | 0               | 0.00               | 0               |
| Inspector III                        | 1.00                | 61,152                    | 0.00               | 0               | 0.00               | 0               |
| <b>FULL-TIME SALARIES</b>            | <u>12.00</u>        | <u>850,938</u>            | <u>0.00</u>        | <u>0</u>        | <u>0.00</u>        | <u>0</u>        |
| <b>SALARY OFFSET</b>                 |                     | <u>(36,923)</u>           |                    | <u>0</u>        |                    | <u>0</u>        |
| <b>SALARY TOTAL</b>                  | <u><b>12.00</b></u> | <u><b>814,015</b></u>     | <u><b>0.00</b></u> | <u><b>0</b></u> | <u><b>0.00</b></u> | <u><b>0</b></u> |
| <b>OTHER PERSONAL SERVICES</b>       |                     |                           |                    |                 |                    |                 |
| Pension & Retirement                 |                     | 85,094                    |                    | 0               |                    | 0               |
| Workers' Compensation                |                     | 7,918                     |                    | 0               |                    | 0               |
| Health Benefits                      |                     | 185,498                   |                    | 0               |                    | 0               |
| FICA                                 |                     | 65,097                    |                    | 0               |                    | 0               |
| Miscellaneous                        |                     | 1,680                     |                    | 0               |                    | 0               |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                     | <u><b>345,287</b></u>     |                    | <u><b>0</b></u> |                    | <u><b>0</b></u> |
| <b>TOTAL PERSONAL SERVICES</b>       | <u><b>12.00</b></u> | <u><b>1,159,302 *</b></u> | <u><b>0.00</b></u> | <u><b>0</b></u> | <u><b>0.00</b></u> | <u><b>0</b></u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

## DPW - DIVISION OF STORMWATER MANAGEMENT OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To improve stream water quality through effective urban runoff controls and through stream restoration programs

### **Department Objective**

To ensure that stormwater management facilities are inspected and functioning satisfactorily

### **County Goal(s) Supported**

III. Strengthening Our Communities

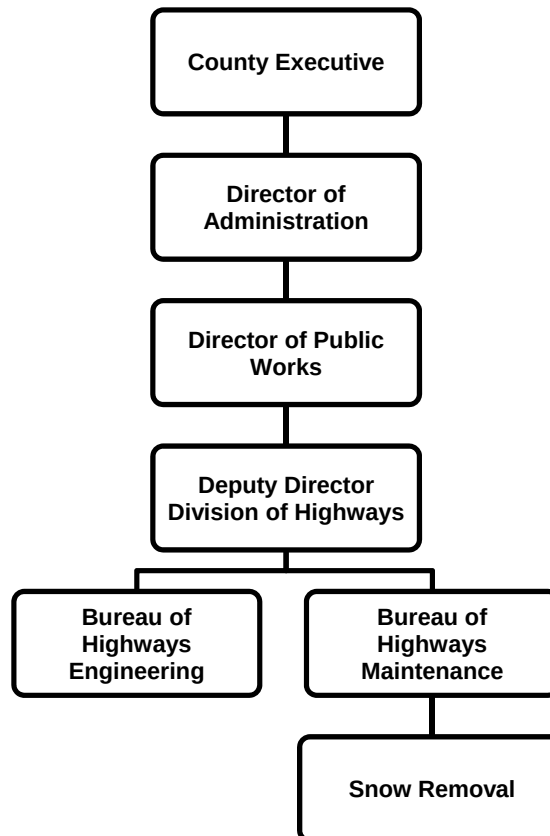
| Measure                                                      | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|--------------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                         |             |             |             |             |               |
| Number of staff                                              | 1.00        | 1.30        | 1.30        | 1.30        | 1.50          |
| Number of hours allocated                                    | 2,080       | 2,704       | 2,704       | 2,704       | 3,120         |
| <b><u>Output:</u></b>                                        |             |             |             |             |               |
| Number of facilities inspected                               | 373         | 479         | 264         | 300         | 400           |
| <b><u>Efficiency:</u></b>                                    |             |             |             |             |               |
| Average number of hours per facility                         | 5.5         | 5.7         | 10.2        | 9.0         | 7.8           |
| <b><u>Service Quality:</u></b>                               |             |             |             |             |               |
| Percentage of Facilities inspected per year                  | 28%         | 43%         | 23%         | 26%         | 33%           |
| <b><u>Outcome:</u></b>                                       |             |             |             |             |               |
| Number of facilities inspected with satisfactory rating*     | 352         | 412         | 254         | 240         | 320           |
| Percentage of facilities inspected with satisfactory rating* | 59%         | 86%         | 96%         | 80%         | 80%           |
| *requires minor or no maintenance                            |             |             |             |             |               |

### **Explanation and Analysis of Performance Measures**

Stormwater management facilities are to be maintained by the property owner or homeowners association. Maintenance inspections are completed by the County every three (3) years and reports are provided to the responsible party for necessary repairs to maintain a satisfactory rating.

# DEPARTMENT OF PUBLIC WORKS

## DIVISION OF HIGHWAYS



## PUBLIC WORKS - DIVISION OF HIGHWAYS

### **ORIGIN/PURPOSE:**

The Highways Division of the Department of Public Works has overall responsibility for the County's roadway network and stream quality. This charge is divided between three distinct functional areas:

**BUREAU OF ENGINEERING:** Responsibilities include engineering, design, and technical support of capital projects, development review, and drafting for highway related projects and other County agencies. In addition, this section performs traffic analysis for intersection improvements, future roads, speed studies, etc.

**BUREAU OF HIGHWAYS MAINTENANCE:** Responsible for maintenance and cleaning of roads, alleys, bridges, viaducts and underpasses, drains and culverts. This area is also responsible for the maintenance of approximately 1,057 miles of County roadways; 223 County bridges, which includes ten bridges shared with Baltimore County; over 25,000 signs; and over 5,402 street lights.

**Snow Removal:** Overtime cost, materials, meals, and other related expenses incurred for snow removal operations are budgeted in the account under the purview of the Bureau of Highways Maintenance.

### **MISSION STATEMENT:**

TO PROVIDE COMPREHENSIVE HIGH QUALITY ENGINEERING, MAINTAIN ROADWAY INFRASTRUCTURE, AND STREAM QUALITY IN A COST EFFECTIVE MANNER TO MEET THE NEEDS OF HARFORD COUNTY

### **FY 17 GOALS:**

TO MAINTAIN THE CONDITION, EFFICIENCY AND SAFETY OF HARFORD COUNTY'S ROADWAY NETWORK

TO PROVIDE SAFE AND WELL-MAINTAINED BRIDGES

# **PUBLIC WORKS - DIVISION OF HIGHWAYS**

## **ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 12,751,996               | 12,687,054               | 11,964,968                           | 12,560,959                              | 12,560,959               |
| 20 CONTRACTUAL SERVICES             | 3,107,398                | 3,240,355                | 3,380,436                            | 3,499,794                               | 3,499,794                |
| 30 SUPPLIES & MATERIALS             | 3,308,474                | 2,950,485                | 2,529,845                            | 3,179,545                               | 3,179,545                |
| 40 BUSINESS AND TRAVEL              | 1,676,594                | 1,721,098                | 1,703,126                            | 1,940,750                               | 1,940,750                |
| 50 CAPITAL OUTLAY                   | 311,107                  | 13,278                   | 14,000                               | 14,000                                  | 14,000                   |
| 70 MISCELLANEOUS                    | 2,312,312                | 2,258,245                | 5,496,935                            | 4,387,640                               | 4,387,640                |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 0                        | 0                        | 625                                  | 200                                     | 200                      |
| <b>GRAND TOTAL</b>                  | <b><u>23,467,881</u></b> | <b><u>22,870,515</u></b> | <b><u>25,089,935</u></b>             | <b><u>25,582,888</u></b>                | <b><u>25,582,888</u></b> |

## **SUMMARY BY FUND:**

|                    |                          |                          |                          |                          |                          |
|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 25 HIGHWAYS        | <u>23,467,881</u>        | <u>22,870,515</u>        | <u>25,089,935</u>        | <u>25,582,888</u>        | <u>25,582,888</u>        |
| <b>GRAND TOTAL</b> | <b><u>23,467,881</u></b> | <b><u>22,870,515</u></b> | <b><u>25,089,935</u></b> | <b><u>25,582,888</u></b> | <b><u>25,582,888</u></b> |

## **SUMMARY BY DIVISION:**

### **HIGHWAYS FUND:**

|                                       |                          |                          |                          |                          |                          |
|---------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 303210 BUREAU OF HIGHWAYS ENGINEERING | 2,662,952                | 2,567,530                | 2,229,352                | 2,201,874                | 2,201,874                |
| 303410 BUREAU OF HIGHWAYS MAINTENANCE | 17,500,761               | 17,539,935               | 21,152,571               | 21,111,126               | 21,111,126               |
| 303430 SNOW REMOVAL                   | <u>3,304,168</u>         | <u>2,763,050</u>         | <u>1,708,012</u>         | <u>2,269,888</u>         | <u>2,269,888</u>         |
| <b>GRAND TOTAL</b>                    | <b><u>23,467,881</u></b> | <b><u>22,870,515</u></b> | <b><u>25,089,935</u></b> | <b><u>25,582,888</u></b> | <b><u>25,582,888</u></b> |

**DEPARTMENT STAFF SUMMARY**  
**PUBLIC WORKS - DIVISION OF HIGHWAYS**

| POSITION TITLE                                     | ENACTED<br>FY 15 |          | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|----------------------------------------------------|------------------|----------|------------------|----------|------------------|----------|
|                                                    | POSITIONS        | SALARIES | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| <b><u>DIVISION OF HIGHWAYS - HIGHWAYS FUND</u></b> |                  |          |                  |          |                  |          |
| Accounting Clerk II                                | 1.00             | 33,100   | 0.00             | 0        | 0.00             | 0        |
| Accounting Technician II                           | 1.00             | 39,900   | 2.00             | 92,879   | 2.00             | 95,665   |
| Administrative Assistant II                        | 6.00             | 298,939  | 6.00             | 308,035  | 6.00             | 317,276  |
| Administrative Budget Technician II                | 1.00             | 55,058   | 1.00             | 56,058   | 1.00             | 57,740   |
| Administrative Specialist I                        | 2.00             | 118,285  | 1.00             | 52,026   | 1.00             | 65,675   |
| Central Stores Coordinator                         | 1.00             | 40,626   | 1.00             | 33,100   | 1.00             | 57,165   |
| Central Stores Manager                             | 1.00             | 48,006   | 1.00             | 49,006   | 1.00             | 50,476   |
| Chauffeur-Laborer                                  | 26.00            | 891,671  | 25.00            | 835,864  | 23.00            | 842,472  |
| Chief, Construction Inspector                      | 1.00             | 73,118   | 1.00             | 74,118   | 1.00             | 76,342   |
| Chief, Engineering Division                        | 1.00             | 120,025  | 1.00             | 121,025  | 1.00             | 124,656  |
| Chief, Highways Division                           | 1.00             | 89,744   | 1.00             | 90,744   | 1.00             | 93,466   |
| Civil Engineer II                                  | 1.00             | 55,632   | 1.00             | 56,632   | 1.00             | 58,331   |
| Civil Engineer III                                 | 4.00             | 412,178  | 4.00             | 416,178  | 4.00             | 428,663  |
| Communications Specialist II                       | 1.00             | 51,940   | 1.00             | 46,656   | 1.00             | 48,056   |
| Crew Chief                                         | 12.00            | 608,103  | 12.00            | 617,347  | 12.00            | 612,876  |
| Deputy Director of Public Works                    | 1.00             | 124,862  | 0.00             | 0        | 0.00             | 0        |
| Engineering Associate I                            | 2.00             | 96,362   | 1.00             | 48,931   | 0.00             | 0        |
| Engineering Associate II                           | 2.00             | 87,448   | 1.00             | 51,148   | 0.00             | 0        |
| Engineering Associate III                          | 0.00             | 0        | 1.00             | 46,656   | 2.00             | 102,318  |
| Engineering Associate IV                           | 2.00             | 144,232  | 2.00             | 146,232  | 2.00             | 150,619  |
| Engineering Associate V                            | 1.00             | 95,521   | 1.00             | 96,521   | 1.00             | 99,417   |
| Engineering Records Technician                     | 1.00             | 73,802   | 1.00             | 74,802   | 1.00             | 77,046   |
| Equipment Operator                                 | 23.00            | 813,475  | 22.00            | 797,104  | 25.00            | 974,787  |
| Equipment Operator Trainee                         | 4.00             | 123,258  | 6.00             | 198,870  | 4.00             | 127,728  |
| Equipment Repair Specialist                        | 6.00             | 290,944  | 6.00             | 277,586  | 6.00             | 302,372  |

**DEPARTMENT STAFF SUMMARY  
PUBLIC WORKS - DIVISION OF HIGHWAYS**

| POSITION TITLE                                     | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|----------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                                    | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b><u>DIVISION OF HIGHWAYS - HIGHWAYS FUND</u></b> |                  |                  |                  |                  |                  |                  |
| GIS Analyst II                                     | 1.00             | 56,000           | 0.00             | 0                | 0.00             | 0                |
| GIS Coordinator                                    | 1.00             | 68,921           | 1.00             | 69,921           | 1.00             | 72,019           |
| Inspector II                                       | 0.00             | 0                | 1.00             | 67,351           | 1.00             | 69,371           |
| Inspector III                                      | 0.00             | 0                | 1.00             | 72,650           | 1.00             | 74,829           |
| Laborer                                            | 3.00             | 108,289          | 3.00             | 111,289          | 3.00             | 114,628          |
| Land Surveyor                                      | 1.00             | 87,454           | 1.00             | 88,454           | 1.00             | 91,107           |
| Maintenance Supervisor                             | 7.00             | 427,382          | 7.00             | 399,211          | 7.00             | 407,555          |
| Management Assistant I                             | 1.00             | 60,882           | 0.00             | 0                | 0.00             | 0                |
| Management Assistant II                            | 1.00             | 81,465           | 2.00             | 146,173          | 2.00             | 150,558          |
| Permits Clerk                                      | 1.00             | 55,670           | 1.00             | 56,670           | 1.00             | 58,370           |
| Road Marking Equipment Operator I                  | 3.00             | 119,000          | 3.00             | 120,676          | 4.00             | 159,419          |
| Road Marking Equipment Operator II                 | 2.00             | 77,584           | 2.00             | 78,092           | 2.00             | 80,435           |
| Road Marking Equipment Operator III                | 1.00             | 56,048           | 1.00             | 57,048           | 1.00             | 58,759           |
| Senior Equipment Operator                          | 14.00            | 622,057          | 14.00            | 621,417          | 14.00            | 637,391          |
| Superintendent Highways                            | 2.00             | 133,762          | 2.00             | 132,890          | 2.00             | 136,156          |
| Trades / Laborer                                   | 5.00             | 189,706          | 4.00             | 163,506          | 4.00             | 171,043          |
| Traffic Operations Supervisor                      | 2.00             | 124,465          | 2.00             | 126,465          | 2.00             | 130,259          |
| Traffic Sign Mechanic I                            | 2.00             | 58,229           | 1.00             | 28,742           | 1.00             | 28,574           |
| Traffic Sign Mechanic II                           | 3.00             | 97,209           | 4.00             | 132,611          | 4.00             | 136,589          |
| Traffic Sign Mechanic III                          | 1.00             | 47,085           | 1.00             | 48,085           | 1.00             | 49,528           |
| Utility Worker I                                   | 4.00             | 147,597          | 5.00             | 183,703          | 5.00             | 199,641          |
| Utility Worker II                                  | 3.00             | 130,648          | 3.00             | 133,648          | 3.00             | 136,627          |
| <b>SUB-TOTAL HIGHWAYS FUND SALARIES</b>            | <b>160.00</b>    | <b>7,535,682</b> | <b>158.00</b>    | <b>7,426,120</b> | <b>157.00</b>    | <b>7,726,004</b> |

**DEPARTMENT STAFF SUMMARY  
PUBLIC WORKS - DIVISION OF HIGHWAYS**

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                  |                  |                  |
| Pension & Retirement                 |                  | 760,653          |                  | 747,150          |                  | 776,338          |
| Workers' Compensation                |                  | 381,170          |                  | 213,695          |                  | 334,927          |
| Health Benefits                      |                  | 2,127,833        |                  | 2,296,012        |                  | 2,384,530        |
| PEHP                                 |                  | 132,960          |                  | 153,680          |                  | 123,684          |
| Overtime                             |                  | 560,000          |                  | 500,000          |                  | 560,000          |
| FICA                                 |                  | 618,644          |                  | 606,191          |                  | 633,496          |
| Miscellaneous                        |                  | 22,400           |                  | 22,120           |                  | 21,980           |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>4,603,660</b> |                  | <b>4,538,848</b> |                  | <b>4,834,955</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts



**PUBLIC WORKS - DIVISION OF HIGHWAYS**  
**Bureau of Highways Engineering**  
**Index #303210**

**ORIGIN/PURPOSE:**

The Bureau of Highways Engineering is a major division within the Department of Public Works. Its responsibilities are to provide engineering design and technical support for roadway and bridge projects throughout Harford County.

In addition, the Bureau of Highways Engineering provides the review/design and subsequent approval of subdivision/related roadways, traffic analysis, including but not limited to intersection improvements, future roads, speed studies, traffic calming measures, etc., storm drains, and bridge facilities, which when completed, become part of the Harford County infrastructure.

**FY 17 GOALS:**

- TO MAINTAIN THE CONDITION, EFFICIENCY AND SAFETY OF HARFORD COUNTY'S EXISTING ROADWAY NETWORK THROUGH IMPLEMENTATION OF VARIOUS HIGHWAYS PROGRAMS INCLUDING RESURFACING, DRAINAGE, STRUCTURES AND TREE TRIMMING / ROADSIDE MOWING
- TO PROVIDE SAFE AND WELL-MAINTAINED BRIDGES, WHILE INVESTIGATING NEW TECHNIQUES TO SHORTEN THE TIME OF CONSTRUCTION AND / OR REDUCE THE CONSTRUCTION COSTS
- TO PROVIDE EXCEPTIONAL, COST EFFECTIVE ENGINEERING AND PROJECT MANAGEMENT FOR THE LARGER SCALE / MORE TECHNICAL ROAD AND BRIDGE PROJECTS
- TO WORK WITH THE DEPARTMENT OF PLANNING & ZONING, STATE HIGHWAY ADMINISTRATION, DEVELOPERS AND CITIZENS TO REVIEW NEW SUBDIVISION PLANS THAT MEET COUNTY STANDARDS AND ENSURE THE IMPACT ON THE EXISTING TRANSPORTATION SYSTEM FROM THOSE NEW SUBDIVISIONS IS ADDRESSED
- TO UPDATE THE COUNTY'S ROAD CODE TO MORE RECENT STANDARDS, ENSURING THAT IT REMAINS APPLICABLE AND EFFECTIVE FOR THE FUTURE
- TO MAINTAIN AN EFFICIENT BONDING AND PERMIT ADMINISTRATION AREA THAT CONCENTRATES ON CUSTOMER SERVICE AND CAN QUICKLY RESPOND TO INQUIRIES FROM BOTH CITIZENS AND DEVELOPERS

**PUBLIC WORKS - DIVISION OF HIGHWAYS**  
**Bureau of Highways Engineering**  
**Index #303210**

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 2,524,186        | 2,438,477        | 2,057,184                   | 2,040,106                      | 2,040,106        |
| 20 CONTRACTUAL SERVICES             | 50,349           | 35,334           | 57,400                      | 57,400                         | 57,400           |
| 30 SUPPLIES & MATERIALS             | 7,064            | 10,176           | 15,035                      | 13,935                         | 13,935           |
| 40 BUSINESS AND TRAVEL              | 18,229           | 20,592           | 35,950                      | 26,650                         | 26,650           |
| 50 CAPITAL OUTLAY                   | 541              | 368              | 1,000                       | 1,000                          | 1,000            |
| 70 MISCELLANEOUS                    | 62,583           | 62,583           | 62,583                      | 62,583                         | 62,583           |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 0                | 0                | 200                         | 200                            | 200              |
| <b>GRAND TOTAL</b>                  | <b>2,662,952</b> | <b>2,567,530</b> | <b>2,229,352</b>            | <b>2,201,874</b>               | <b>2,201,874</b> |

**FUNDING SOURCE:**

|             |                  |                  |                  |                  |                  |
|-------------|------------------|------------------|------------------|------------------|------------------|
| 25 HIGHWAYS | <b>2,662,952</b> | <b>2,567,530</b> | <b>2,229,352</b> | <b>2,201,874</b> | <b>2,201,874</b> |
|-------------|------------------|------------------|------------------|------------------|------------------|

**FINANCIAL NOTES:**

| FY 16     | FY 17     | CHANGE   | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                          |
|-----------|-----------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2,057,184 | 2,040,106 | (17,078) | <u>PERSONAL SERVICES</u> decrease (\$17,078)<br>Decrease is the net result of one (1) Engineering Associate I position abolished offset by the FY 17 Merit Salary increase of 3%, salary adjustments, as well as adjustments to workers' compensation and health benefits |
| 15,035    | 13,935    | (1,100)  | <u>SUPPLIES &amp; MATERIALS</u> decrease (\$1,100)<br>Decrease is the net result of drafting supplies and materials based on actual expense history                                                                                                                       |
| 35,950    | 26,650    | (9,300)  | <u>BUSINESS AND TRAVEL</u> decrease (\$9,300)<br>Decrease is the net result of vehicle maintenance, fuel charges and membership fees & dues based on actual expense history                                                                                               |

**DIVISION STAFF SUMMARY**  
**Bureau of Highways Engineering**  
**Index #303210**

| POSITION TITLE                      | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|-------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                     | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Administrative Assistant II         | 2.00             | 122,572          | 2.00             | 124,572          | 2.00             | 128,309          |
| Administrative Budget Technician II | 1.00             | 55,058           | 1.00             | 56,058           | 1.00             | 57,740           |
| Administrative Specialist I         | 1.00             | 67,259           | 0.00             | 0                | 0.00             | 0                |
| Chief, Engineering Division         | 1.00             | 120,025          | 1.00             | 121,025          | 1.00             | 124,656          |
| Civil Engineer II                   | 1.00             | 55,632           | 1.00             | 56,632           | 1.00             | 58,331           |
| Civil Engineer III                  | 4.00             | 412,178          | 4.00             | 416,178          | 4.00             | 428,663          |
| Deputy Director of Public Works     | 1.00             | 124,862          | 0.00             | 0                | 0.00             | 0                |
| Engineering Associate I             | 2.00             | 96,362           | 1.00             | 48,931           | 0.00             | 0                |
| Engineering Associate II            | 1.00             | 50,148           | 1.00             | 51,148           | 0.00             | 0                |
| Engineering Associate III           | 0.00             | 0                | 0.00             | 0                | 1.00             | 54,262           |
| Engineering Associate IV            | 2.00             | 144,232          | 2.00             | 146,232          | 2.00             | 150,619          |
| Engineering Associate V             | 1.00             | 95,521           | 1.00             | 96,521           | 1.00             | 99,417           |
| Engineering Records Technician      | 1.00             | 73,802           | 1.00             | 74,802           | 1.00             | 77,046           |
| GIS Analyst II                      | 1.00             | 56,000           | 0.00             | 0                | 0.00             | 0                |
| GIS Coordinator                     | 1.00             | 68,921           | 1.00             | 69,921           | 1.00             | 72,019           |
| Land Surveyor                       | 1.00             | 87,454           | 1.00             | 88,454           | 1.00             | 91,107           |
| Management Assistant II             | 1.00             | 81,465           | 1.00             | 82,465           | 1.00             | 84,939           |
| Permit Clerk                        | 1.00             | 55,670           | 1.00             | 56,670           | 1.00             | 58,370           |
| <b>SALARY TOTAL</b>                 | <b>23.00</b>     | <b>1,767,161</b> | <b>19.00</b>     | <b>1,489,609</b> | <b>18.00</b>     | <b>1,485,478</b> |

**DIVISION STAFF SUMMARY**  
**Bureau of Highways Engineering**  
**Index #303210**

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                 |                  | 176,716            |                  | 148,961          |                  | 148,548          |
| Workers' Compensation                |                  | 17,298             |                  | 3,054            |                  | 6,532            |
| Health Benefits                      |                  | 363,809            |                  | 299,102          |                  | 283,771          |
| FICA                                 |                  | 134,513            |                  | 113,798          |                  | 113,257          |
| Miscellaneous                        |                  | 3,220              |                  | 2,660            |                  | 2,520            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>695,556</b>     |                  | <b>567,575</b>   |                  | <b>554,628</b>   |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>23.00</b>     | <b>2,462,717 *</b> | <b>19.00</b>     | <b>2,057,184</b> | <b>18.00</b>     | <b>2,040,106</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**PUBLIC WORKS - DIVISION OF HIGHWAYS**  
**Bureau of Highways Maintenance**  
**Index #303410**

**ORIGIN/PURPOSE:**

Governed by Code of Harford County, Chapter 16, Article IV, Section 25, the Bureau of Highways Maintenance is responsible for the maintenance and cleaning of roads, alleys, bridges, viaducts and underpasses, drains, and culverts. Inherent in this mission are the repair, maintenance, snow removal, and traffic control of approximately 1,057 miles of County roadways; 223 County bridges, which includes ten bridges shared with Baltimore County; over 25,000 signs; and 5,402 street lights.

**FY 17 GOAL:**

TO MAINTAIN THE CONDITION, EFFICIENCY AND SAFETY OF HARFORD COUNTY'S EXISTING ROADWAY NETWORK THROUGH IMPLEMENTATION OF VARIOUS HIGHWAYS PROGRAMS INCLUDING RESURFACING, DRAINAGE, STRUCTURES AND TREE TRIMMING / ROADSIDE MOWING

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 9,273,129                | 9,490,960                | 9,477,184                            | 10,090,253                              | 10,090,253               |
| 20 CONTRACTUAL SERVICES             | 2,840,671                | 3,043,929                | 3,112,260                            | 3,216,966                               | 3,216,966                |
| 30 SUPPLIES & MATERIALS             | 1,342,377                | 1,406,800                | 1,624,750                            | 1,862,750                               | 1,862,750                |
| 40 BUSINESS AND TRAVEL              | 1,484,289                | 1,389,674                | 1,490,600                            | 1,603,100                               | 1,603,100                |
| 50 CAPITAL OUTLAY                   | 310,566                  | 12,910                   | 13,000                               | 13,000                                  | 13,000                   |
| 70 MISCELLANEOUS                    | 2,249,729                | 2,195,662                | 5,434,352                            | 4,325,057                               | 4,325,057                |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 0                        | 0                        | 425                                  | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>17,500,761</b>        | <b>17,539,935</b>        | <b>21,152,571</b>                    | <b>21,111,126</b>                       | <b>21,111,126</b>        |

**FUNDING SOURCE:**

|             |                   |                   |                   |                   |                   |
|-------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 25 HIGHWAYS | <b>17,500,761</b> | <b>17,539,935</b> | <b>21,152,571</b> | <b>21,111,126</b> | <b>21,111,126</b> |
|-------------|-------------------|-------------------|-------------------|-------------------|-------------------|

|                                                                                                                                       |
|---------------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>PUBLIC WORKS - DIVISION OF HIGHWAYS</b><br/> <b>Bureau of Highways Maintenance</b><br/> <b>Index #303410</b></p> |
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**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                                                       |
|--------------|--------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9,477,184    | 10,090,253   | 613,069       | <p><u>PERSONAL SERVICES</u> increase \$613,069</p> <p>Increase is the net result of the FY 17 Merit salary increase of 3%, staff turnover, salary adjustments, pension, workers' compensation, health benefits, overtime and FICA, offset slightly by reduction in PEHP (Post Employment Health Plan) costs.</p>                              |
| 3,112,260    | 3,216,966    | 104,706       | <p><u>CONTRACTUAL SERVICES</u> increase \$104,706</p> <p>Other professional services and grounds maintenance costs increase and are offset slightly by adjustments in telephone service, heating fuel gas, water &amp; sewer, communication service, operating equipment and building custodial services based on actual expense history.</p> |
| 1,624,750    | 1,862,750    | 238,000       | <p><u>SUPPLIES AND MATERIALS</u> increase \$238,000</p> <p>Increase is the net result of road repair, crushed aggregate and bituminous concrete offset by reductions in traffic signs and markings based on actual expense history</p>                                                                                                        |
| 1,490,600    | 1,603,100    | 112,500       | <p><u>BUSINESS AND TRAVEL</u> increase \$112,500</p> <p>Increase is the net result of vehicle maintenance costs, training seminars and courses, and fuel charges based on actual expense history</p>                                                                                                                                          |
| 5,434,352    | 4,325,057    | (1,109,295)   | <p><u>MISCELLANEOUS</u> decrease (\$1,109,295)</p> <p>Decrease is the net result of less funding required for Board of Education Transportation Support, pro rata shares and traffic safety reimbursement.</p>                                                                                                                                |

**DIVISION STAFF SUMMARY**  
**Bureau of Highways Maintenance**  
**Index #303410**

| POSITION TITLE                      | ENACTED<br>FY 15 |          | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|-------------------------------------|------------------|----------|------------------|----------|------------------|----------|
|                                     | POSITIONS        | SALARIES | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| Accounting Clerk II                 | 1.00             | 33,100   | 0.00             | 0        | 0.00             | 0        |
| Accounting Technician II            | 1.00             | 39,900   | 2.00             | 92,879   | 2.00             | 95,665   |
| Administrative Assistant II         | 4.00             | 176,367  | 4.00             | 183,463  | 4.00             | 188,967  |
| Administrative Specialist I         | 1.00             | 51,026   | 1.00             | 52,026   | 1.00             | 65,675   |
| Central Stores Coordinator          | 1.00             | 40,626   | 1.00             | 33,100   | 1.00             | 57,165   |
| Central Stores Manager              | 1.00             | 48,006   | 1.00             | 49,006   | 1.00             | 50,476   |
| Chauffeur-Laborer                   | 26.00            | 891,671  | 25.00            | 835,864  | 23.00            | 842,472  |
| Chief Construction Inspector        | 1.00             | 73,118   | 1.00             | 74,118   | 1.00             | 76,342   |
| Chief, Highways Division            | 1.00             | 89,744   | 1.00             | 90,744   | 1.00             | 93,466   |
| Communications Specialist II        | 1.00             | 51,940   | 1.00             | 46,656   | 1.00             | 48,056   |
| Crew Chief                          | 12.00            | 608,103  | 12.00            | 617,347  | 12.00            | 612,876  |
| Engineering Associate II            | 1.00             | 37,300   | 0.00             | 0        | 0.00             | 0        |
| Engineering Associate III           | 0.00             | 0        | 1.00             | 46,656   | 1.00             | 48,056   |
| Equipment Operator                  | 23.00            | 813,475  | 22.00            | 797,104  | 25.00            | 974,787  |
| Equipment Operator Trainee          | 4.00             | 123,258  | 6.00             | 198,870  | 4.00             | 127,728  |
| Equipment Repair Specialist         | 6.00             | 290,944  | 6.00             | 277,586  | 6.00             | 302,372  |
| Inspector II                        | 0.00             | 0        | 1.00             | 67,351   | 1.00             | 69,371   |
| Inspector III                       | 0.00             | 0        | 1.00             | 72,650   | 1.00             | 74,829   |
| Laborer                             | 3.00             | 108,289  | 3.00             | 111,289  | 3.00             | 114,628  |
| Maintenance Supervisor              | 7.00             | 427,382  | 7.00             | 399,211  | 7.00             | 407,555  |
| Management Assistant I              | 1.00             | 60,882   | 0.00             | 0        | 0.00             | 0        |
| Management Assistant II             | 0.00             | 0        | 1.00             | 63,708   | 1.00             | 65,619   |
| Road Marking Equipment Operator I   | 3.00             | 119,000  | 3.00             | 120,676  | 4.00             | 159,419  |
| Road Marking Equipment Operator II  | 2.00             | 77,584   | 2.00             | 78,092   | 2.00             | 80,435   |
| Road Marking Equipment Operator III | 1.00             | 56,048   | 1.00             | 57,048   | 1.00             | 58,759   |
| Senior Equipment Operator           | 14.00            | 622,057  | 14.00            | 621,417  | 14.00            | 637,391  |
| Superintendent Highways             | 2.00             | 133,762  | 2.00             | 132,890  | 2.00             | 136,156  |
| Trades/Laborer                      | 5.00             | 189,706  | 4.00             | 163,506  | 4.00             | 171,043  |
| Traffic Operations Supervisor       | 2.00             | 124,465  | 2.00             | 126,465  | 2.00             | 130,259  |
| Traffic Sign Mechanic I             | 2.00             | 58,229   | 1.00             | 28,742   | 1.00             | 28,574   |

**DIVISION STAFF SUMMARY**  
**Bureau of Highways Maintenance**  
**Index #303410**

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                   |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|-------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES          |
| Traffic Sign Mechanic II             | 3.00             | 97,209             | 4.00             | 132,611          | 4.00             | 136,589           |
| Traffic Sign Mechanic III            | 1.00             | 47,085             | 1.00             | 48,085           | 1.00             | 49,528            |
| Utility Worker I                     | 4.00             | 147,597            | 5.00             | 183,703          | 5.00             | 199,641           |
| Utility Worker II                    | 3.00             | 130,648            | 3.00             | 133,648          | 3.00             | 136,627           |
| <b>SALARY TOTAL</b>                  | <b>137.00</b>    | <b>5,768,521</b>   | <b>139.00</b>    | <b>5,936,511</b> | <b>139.00</b>    | <b>6,240,526</b>  |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                   |
| Pension & Retirement                 |                  | 583,937            |                  | 598,189          |                  | 627,790           |
| Workers' Compensation                |                  | 363,872            |                  | 210,641          |                  | 328,395           |
| Health Benefits                      |                  | 1,764,024          |                  | 1,996,910        |                  | 2,100,759         |
| PEHP                                 |                  | 132,960            |                  | 153,680          |                  | 123,684           |
| Overtime                             |                  | 160,000            |                  | 100,000          |                  | 160,000           |
| FICA                                 |                  | 453,531            |                  | 461,793          |                  | 489,639           |
| Miscellaneous                        |                  | 19,180             |                  | 19,460           |                  | 19,460            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>3,477,504</b>   |                  | <b>3,540,673</b> |                  | <b>3,849,727</b>  |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>137.00</b>    | <b>9,246,025 *</b> | <b>139.00</b>    | <b>9,477,184</b> | <b>139.00</b>    | <b>10,090,253</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts



|                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>PUBLIC WORKS - DIVISION OF HIGHWAYS</b><br/> <b>Bureau of Highways Maintenance - Snow Removal</b><br/> <b>Index #303430</b></p> |
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**ORIGIN/PURPOSE:**

Governed by Code of Harford County Charter, Chapter 16, Article 6, Section 25, the Snow Removal Program, managed by the Bureau of Highways Maintenance, was established to analyze and forecast expenditure requirements of snow removal services in Harford County. Overtime for snow removal is budgeted under this account to allow for better accountability and control of overtime during snow removal. All labor (not including overtime) is allocated under the operating budget of Highways Maintenance. Harford County roadways are divided into approximately 75 snow routes, each with an average length of 18 miles.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b>       | <b>AUDITED<br/>FY 15</b>       | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b>       |
|-------------------------------------|--------------------------------|--------------------------------|--------------------------------------|-----------------------------------------|--------------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                                |                                |                                      |                                         |                                |
| 10 PERSONAL SERVICES                | 954,681                        | 757,617                        | 430,600                              | 430,600                                 | 430,600                        |
| 20 CONTRACTUAL SERVICES             | 216,378                        | 161,092                        | 210,776                              | 225,428                                 | 225,428                        |
| 30 SUPPLIES & MATERIALS             | 1,959,033                      | 1,533,509                      | 890,060                              | 1,302,860                               | 1,302,860                      |
| 40 BUSINESS AND TRAVEL              | <u>174,076</u>                 | <u>310,832</u>                 | <u>176,576</u>                       | <u>311,000</u>                          | <u>311,000</u>                 |
| <b>GRAND TOTAL</b>                  | <b><u><u>3,304,168</u></u></b> | <b><u><u>2,763,050</u></u></b> | <b><u><u>1,708,012</u></u></b>       | <b><u><u>2,269,888</u></u></b>          | <b><u><u>2,269,888</u></u></b> |

**FUNDING SOURCE:**

|             |                         |                         |                         |                         |                         |
|-------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 25 HIGHWAYS | <u><u>3,304,168</u></u> | <u><u>2,763,050</u></u> | <u><u>1,708,012</u></u> | <u><u>2,269,888</u></u> | <u><u>2,269,888</u></u> |
|-------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

|                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>PUBLIC WORKS - DIVISION OF HIGHWAYS</b><br/> <b>Bureau of Highways Maintenance - Snow Removal</b><br/> <b>Index #303430</b></p> |
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**FINANCIAL NOTES:**

| FY 16   | FY 17     | CHANGE  | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                            |
|---------|-----------|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 210,776 | 225,428   | 14,652  | <u>CONTRACTUAL SERVICES</u> increase \$14,652<br>Increase is the net result of vehicle & operating equipment for contractual snow removal and legal notices based on actual expense history |
| 890,060 | 1,302,860 | 412,800 | <u>SUPPLIES &amp; MATERIALS</u> increase \$412,800<br>Increase is the net result of meals special purpose and sand/salt based on actual expense history                                     |
| 176,576 | 311,000   | 134,424 | <u>BUSINESS &amp; TRAVEL</u> increase \$134,424<br>Increase is the net result of fuel charges added to capture a more realistic cost of winter weather operations                           |

# **DIVISION STAFF SUMMARY**

Snow Removal

Index #303430

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Overtime                             |                  | 400,000          |                  | 400,000        |                  | 400,000        |
| FICA                                 |                  | 30,600           |                  | 30,600         |                  | 30,600         |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | 430,600          |                  | 430,600        |                  | 430,600        |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>0.00</b>      | <b>430,600 *</b> | <b>0.00</b>      | <b>430,600</b> | <b>0.00</b>      | <b>430,600</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

## DPW - DIVISION OF HIGHWAYS - HIGHWAYS MAINTENANCE OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To maintain the condition, efficiency, and safety of the Harford County roadway network.

### **Department Objective**

To improve the efficiency of the striping program, and to stripe all County roads that require striping this year.

### **County Goal(s) Supported**

III. Strengthening Our Communities

| Measure                                                           | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|-------------------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                              |             |             |             |             |               |
| Dollars allocated                                                 | \$196,937   | \$167,276   | \$202,225   | \$200,000   | \$205,000     |
| Number of staff                                                   | 8           | 8           | 8           |             |               |
| <b><u>Output:</u></b>                                             |             |             |             |             |               |
| Number of road miles striped                                      | 850.00      | 678.34      | 927.13      | 850.00      | 852.00        |
| <b><u>Efficiency:</u></b>                                         |             |             |             |             |               |
| Cost per mile                                                     | \$231.69    | \$246.60    | \$218.12    | \$235.29    | \$244.84      |
| <b><u>Service Quality:</u></b>                                    |             |             |             |             |               |
| Average amount of time spent per striping project                 | 7.6 hours   | 7.6 hours   | 7.6 hours   | 7.6 hours   | 7.6 hours     |
| <b><u>Outcome:</u></b>                                            |             |             |             |             |               |
| Percentage of roads that needed to be striped that were completed | 100%        | 80%         | 93%         | 100%        | 100%          |

### **Explanation and Analysis of Performance Measures**

Although the Striping Program goal is 100%, this can vary based upon weather; scheduled and non-scheduled equipment maintenance, as well as crews allocated for various capital projects.

### **Related Plans and Policies**

Highway Maintenance Striping Program (Annual)

## DPW - DIVISION OF HIGHWAYS - HIGHWAYS MAINTENANCE OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To maintain the condition, efficiency and safety of the Harford County roadway network.

### **Department Objective**

To improve the efficiency of the tar and chip/road rehabilitation program and to upgrade the overall rating of the County's roadway network.

### **County Goal(s) Supported**

III. Strengthening Our Communities

| Measure                                                        | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|----------------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                           |             |             |             |             |               |
| Dollars allocated                                              | \$893,287   | \$773,916   | \$697,640   | \$848,452   | \$818,752     |
| Number of staff                                                | 13          | 13          | 13          | 13          | 13            |
| <b><u>Output:</u></b>                                          |             |             |             |             |               |
| Miles of roads rehabilitated                                   | 84.41       | 66.95       | 56.98       | 71.00       | 71.00         |
| <b><u>Efficiency:</u></b>                                      |             |             |             |             |               |
| Cost to rehabilitate roads per mile                            | \$10,583    | \$11,560    | \$12,243    | \$11,950    | \$11,000      |
| <b><u>Service Quality:</u></b>                                 |             |             |             |             |               |
| Percentage of roads needing to be rehabilitated                | 25%         | 25%         | 25%         | 25%         | 25%           |
| <b><u>Outcome:</u></b>                                         |             |             |             |             |               |
| Percentage of miles of tar and chip roads rated fair or better | 75%         | 75%         | 75%         | 75%         | 75%           |

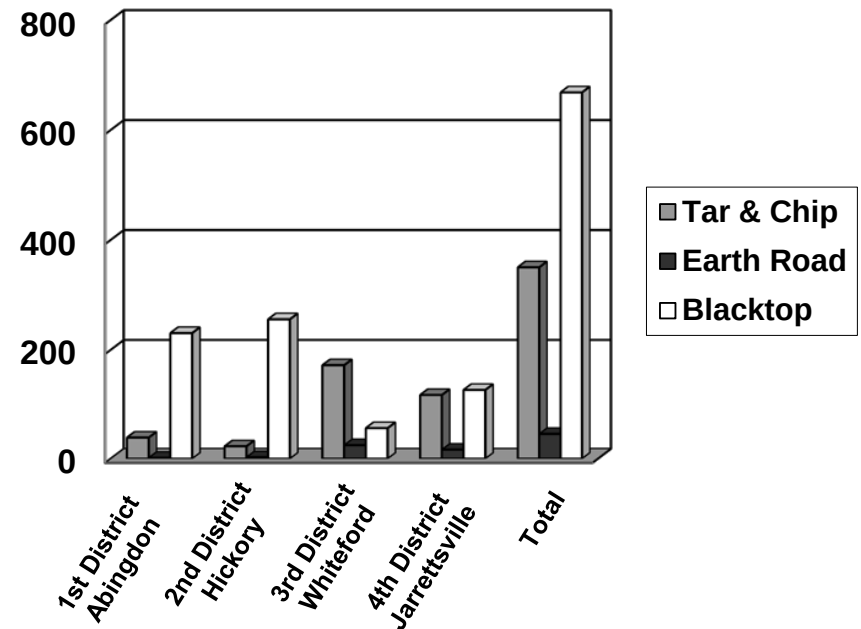
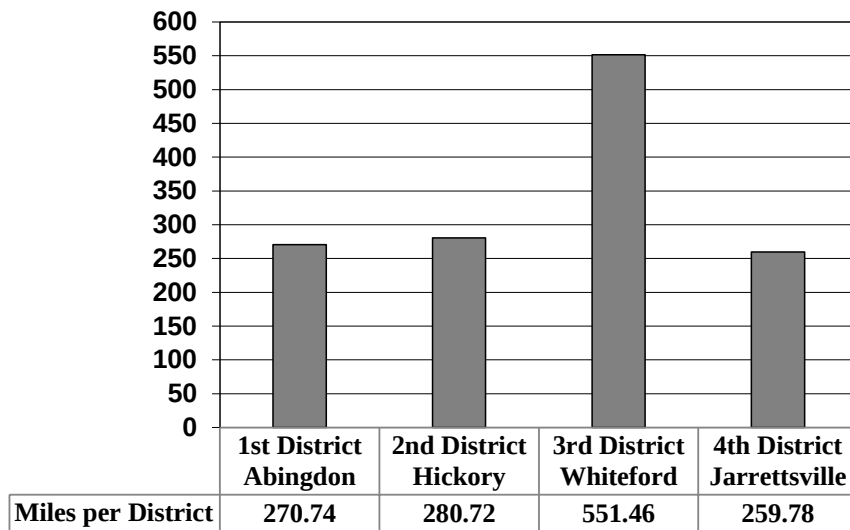
### **Explanation and Analysis of Performance Measures**

Performance measures for the Tar and Chip Program can vary based upon weather conditions, scheduled and non-scheduled equipment maintenance, vendor reliability and funding availability.

### **Related Plans and Policies**

Tar and Chip / Road Rehabilitation Program

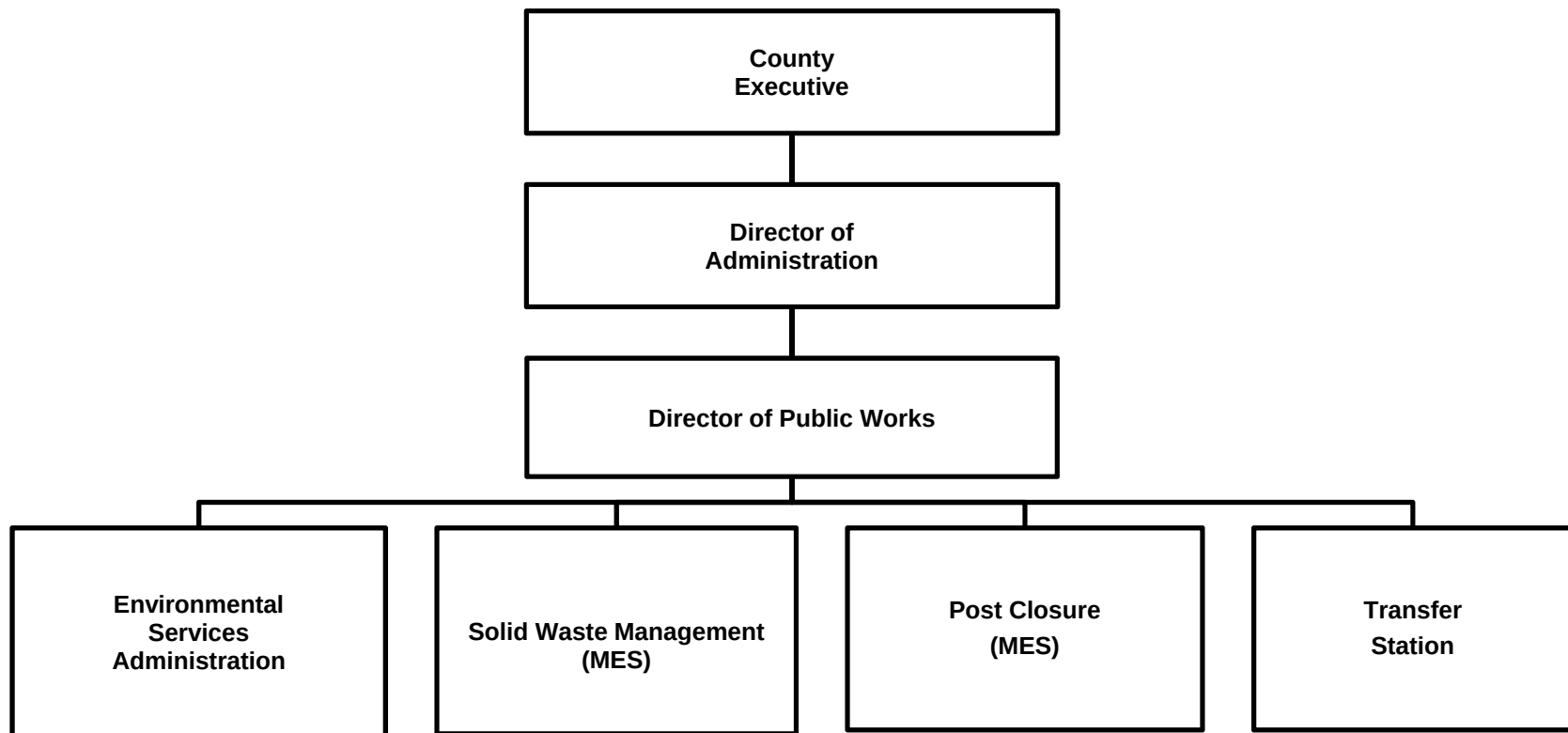
# HARFORD COUNTY PUBLIC WORKS HIGHWAYS ROAD INVENTORY



# DEPARTMENT OF PUBLIC WORKS

## DIVISION OF

### ENVIRONMENTAL SERVICES



## PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES

### **ORIGIN/PURPOSE:**

The Division of Environmental Services implements the County's environmental, solid waste management and recycling programs. Responsibilities include management and technical support for solid waste management, environmental investigation, and remediation of County landfill operations, and support of environmental programs with other County agencies, such as site assessment and land development plan review.

**BUREAU OF ENVIRONMENTAL SERVICES ADMINISTRATION & ENGINEERING:** Responsible for the management/oversight of the County's contract with Maryland Environmental Services (MES).

Maryland Environmental Services are responsible for:

**RECYCLING:** Educating and motivating the public to ensure that Harford County continues to reduce its waste stream through recycling efforts, as well as the procurement and contract management of recycling disposal contracts.

**POST CLOSURE:** Manage post closure care and monitoring associated with closed landfills

**SCARBORO REMEDIATION:** Monitoring of the Scarboro Landfill remediation project.

**GYPSY MOTH and NOXIOUS WEED:** Oversee the Gypsy Moth survey and spray program in Harford County by State of Maryland Department of Agriculture. Administer and provide labor support for the eradication of noxious and invasive weeds in Harford County.

**BUREAU OF SOLID WASTE MANAGEMENT:** Maintain and operate 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, and the used oil and anti-freeze program.

### **MISSION STATEMENT:**

TO PROVIDE QUALITY ENVIRONMENTAL AND INTEGRATED SOLID WASTE MANAGEMENT PROGRAMS FOR THE CITIZENS OF HARFORD COUNTY

### **FY 17 GOALS:**

TO PROVIDE FOR PROPER CLOSURE, REMEDIATION, MAINTENANCE, AND MONITORING OF ALL COUNTY-OWNED LANDFILLS

TO PROVIDE A COST-EFFECTIVE RECYCLING PROGRAM THAT CONTINUES TO MEET OR EXCEED STATE MANDATED RECYCLING REQUIREMENTS AND COUNTY GOALS AND THAT BEST SERVES THE GENERAL PUBLIC

TO PROVIDE ADEQUATE SOLID WASTE DISPOSAL CAPACITY FOR THE NEXT TEN YEARS AND BEYOND IN AN EFFICIENT, COST-EFFECTIVE, AND RELIABLE MANNER, WHILE PROVIDING ADEQUATE FLEXIBILITY TO INTEGRATING NEW INNOVATED PROCESSES

TO BE RESPONSIBLE FOR MANAGEMENT / OVERSIGHT OF THE COUNTY'S CONTACT WITH MARYLAND ENVIRONMENTAL SERVICES (MES)



**PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**

**ALL FUND SUMMARY:**

|                                                                            | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|----------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b>                                        |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                                                       | 4,442,280                | 4,355,364                | 4,102,949                            | 150,925                                 | 150,925                  |
| 20 CONTRACTUAL SERVICES                                                    | 9,422,843                | 10,408,328               | 12,437,120                           | 13,545,870                              | 13,545,870               |
| 30 SUPPLIES & MATERIALS                                                    | 229,869                  | 238,620                  | 278,195                              | 2,450                                   | 2,450                    |
| 40 BUSINESS AND TRAVEL                                                     | 471,130                  | 443,401                  | 506,965                              | 492,800                                 | 492,800                  |
| 50 CAPITAL OUTLAY                                                          | 138,191                  | 22,228                   | 39,000                               | 0                                       | 0                        |
| 70 MISCELLANEOUS                                                           | 10,218                   | 10,642                   | 9,178                                | 0                                       | 0                        |
| 80 INTER-GOVERNMENTAL/INTERFUND                                            | 468                      | 631                      | 1,200                                | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                                                         | <b>14,714,999</b>        | <b>15,479,214</b>        | <b>17,374,607</b>                    | <b>14,192,045</b>                       | <b>14,192,045</b>        |
| <b><u>SUMMARY BY FUND:</u></b>                                             |                          |                          |                                      |                                         |                          |
| 11 GENERAL                                                                 | 2,433,980                | 2,344,479                | 2,395,248                            | 14,192,045                              | 14,192,045               |
| 55 SOLID WASTE SERVICES                                                    | 12,281,019               | 13,134,735               | 14,979,359                           | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                                                         | <b>14,714,999</b>        | <b>15,479,214</b>        | <b>17,374,607</b>                    | <b>14,192,045</b>                       | <b>14,192,045</b>        |
| <b><u>SUMMARY BY DIVISION:</u></b>                                         |                          |                          |                                      |                                         |                          |
| <b><u>GENERAL FUND:</u></b>                                                |                          |                          |                                      |                                         |                          |
| 301111 BUREAU OF ENVIRONMENTAL<br>SERVICES ADMINISTRATION &<br>ENGINEERING | 849,132                  | 823,303                  | 785,049                              | 150,925                                 | 150,925                  |
| 301213 TRANSFER STATION                                                    | 0                        | 0                        | 0                                    | 8,800,000                               | 8,800,000                |
| 301214 BUREAU OF SOLID WASTE MGT                                           | 0                        | 0                        | 0                                    | 5,049,120                               | 5,049,120                |
| 301241 RECYCLING                                                           | 1,412,073                | 1,346,267                | 1,358,824                            | 0                                       | 0                        |
| 301251 POST CLOSURE                                                        | 119,719                  | 107,150                  | 173,850                              | 192,000                                 | 192,000                  |
| 301261 SCARBORO REMEDIATION                                                | 46,831                   | 48,059                   | 54,460                               | 0                                       | 0                        |
| 301520 NOXIOUS WEED                                                        | 0                        | 12,200                   | 13,065                               | 0                                       | 0                        |
| 301530 GYPSY MOTH                                                          | 6,225                    | 7,500                    | 10,000                               | 0                                       | 0                        |
| <b><u>SOLID WASTE SERVICES:</u></b>                                        |                          |                          |                                      |                                         |                          |
| 301211 BUREAU OF SOLID WASTE MGT.                                          | 3,667,451                | 3,327,810                | 3,529,359                            | 0                                       | 0                        |
| 301212 TRANSFER STATION                                                    | 0                        | 588,650                  | 3,300,000                            | 0                                       | 0                        |
| 301271 WASTE TO ENERGY                                                     | 8,613,568                | 9,218,275                | 8,150,000                            | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                                                         | <b>14,714,999</b>        | <b>15,479,214</b>        | <b>17,374,607</b>                    | <b>14,192,045</b>                       | <b>14,192,045</b>        |

**DEPARTMENT STAFF SUMMARY**  
**PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**

| POSITION TITLE                                           | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                |
|----------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|----------------|
|                                                          | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       |
| <b>DIVISION OF ENVIRONMENTAL SERVICES - GENERAL FUND</b> |                  |                  |                  |                  |                  |                |
| Administrative Assistant I                               | 0.00             | 0                | 1.00             | 34,100           | 0.00             | 0              |
| Administrative Assistant II                              | 1.00             | 38,792           | 0.00             | 0                | 0.00             | 0              |
| Administrator                                            | 0.00             | 0                | 0.00             | 0                | 1.00             | 109,097        |
| Chief, Engineering Division                              | 1.00             | 118,934          | 1.00             | 119,934          | 0.00             | 0              |
| Civil Engineer IV                                        | 1.00             | 104,919          | 1.00             | 105,919          | 0.00             | 0              |
| Deputy Director of Public Works                          | 1.00             | 124,862          | 1.00             | 124,862          | 0.00             | 0              |
| Engineering Associate IV                                 | 1.00             | 77,491           | 1.00             | 78,491           | 0.00             | 0              |
| Equipment Operator                                       | 3.00             | 129,330          | 2.00             | 85,724           | 0.00             | 0              |
| Equipment Repair Specialist                              | 1.00             | 55,598           | 1.00             | 56,598           | 0.00             | 0              |
| Laborer                                                  | 7.00             | 180,731          | 6.00             | 184,292          | 0.00             | 0              |
| Management Assistant II                                  | 1.00             | 60,692           | 1.00             | 61,692           | 0.00             | 0              |
| Recycling Program Coordinator                            | 1.00             | 45,000           | 0.00             | 0                | 0.00             | 0              |
| Recycling Program Manager                                | 1.00             | 65,000           | 1.00             | 58,700           | 0.00             | 0              |
| Senior Equipment Operator                                | 3.00             | 130,218          | 2.00             | 92,218           | 0.00             | 0              |
| Weighmaster/Attendant I                                  | 1.00             | 27,248           | 0.00             | 0                | 0.00             | 0              |
| Weighmaster / Attendant II                               | 1.00             | 45,790           | 1.00             | 46,790           | 0.00             | 0              |
| Weighmaster / Attendant Trainee                          | 0.00             | 0                | 1.00             | 28,040           | 0.00             | 0              |
| <b>FULL-TIME SALARIES</b>                                | 24.00            | 1,204,605        | 20.00            | 1,077,360        | 1.00             | 109,097        |
| <b>SALARY OFFSET</b>                                     |                  | (22,600)         |                  | 0                |                  | 0              |
| <b>TOTAL FULL-TIME SALARIES</b>                          | 24.00            | 1,182,005        | 20.00            | 1,077,360        | 1.00             | 109,097        |
| <b>TEMPORARY SALARIES</b>                                |                  | 16,224           |                  | 0                |                  | 0              |
| <b>SUB-TOTAL GENERAL FUND SALARIES</b>                   | <b>24.00</b>     | <b>1,198,229</b> | <b>20.00</b>     | <b>1,077,360</b> | <b>1.00</b>      | <b>109,097</b> |

**DEPARTMENT STAFF SUMMARY**  
**PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**

| POSITION TITLE                                                               | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |          |
|------------------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|----------|
|                                                                              | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES |
| <b>DIVISION OF ENVIRONMENTAL SERVICES - BUREAU OF SOLID WASTE MANAGEMENT</b> |                  |                  |                  |                  |                  |          |
| Administrative Assistant I                                                   | 1.00             | 49,812           | 0.00             | 0                | 0.00             | 0        |
| Administrative Specialist I                                                  | 0.00             | 0                | 1.00             | 63,762           | 0.00             | 0        |
| Administrative Specialist II                                                 | 1.00             | 52,556           | 0.00             | 0                | 0.00             | 0        |
| Chief, Solid Waste Management                                                | 1.00             | 80,000           | 1.00             | 111,000          | 0.00             | 0        |
| Clerk Typist                                                                 | 1.00             | 42,263           | 1.00             | 43,263           | 0.00             | 0        |
| Crew Chief                                                                   | 3.00             | 171,073          | 1.00             | 46,656           | 0.00             | 0        |
| Crew Leader I                                                                | 1.00             | 34,424           | 0.00             | 0                | 0.00             | 0        |
| Engineering Associate III                                                    | 1.00             | 58,441           | 1.00             | 59,441           | 0.00             | 0        |
| Equipment Operator                                                           | 3.00             | 139,377          | 2.00             | 92,946           | 0.00             | 0        |
| Equipment Repair Specialist                                                  | 1.00             | 55,598           | 1.00             | 56,598           | 0.00             | 0        |
| Laborer                                                                      | 5.00             | 185,140          | 5.00             | 190,140          | 0.00             | 0        |
| Litter Control Program Supervisor                                            | 0.00             | 0                | 1.00             | 38,300           | 0.00             | 0        |
| Senior Equipment Operator                                                    | 7.00             | 292,063          | 5.00             | 216,123          | 0.00             | 0        |
| Weighmaster/Attendant I                                                      | 1.00             | 32,091           | 0.00             | 0                | 0.00             | 0        |
| Weighmaster/Attendant II                                                     | 5.00             | 254,859          | 3.00             | 146,519          | 0.00             | 0        |
| Weighmaster Supervisor                                                       | 1.00             | 63,805           | 1.00             | 57,340           | 0.00             | 0        |
| <b>FULL-TIME SALARIES</b>                                                    | 32.00            | 1,511,502        | 23.00            | 1,122,088        | 0.00             | 0        |
| <b>SALARY OFFSET</b>                                                         |                  | (48,431)         |                  | 0                |                  | 0        |
| <b>TOTAL FULL-TIME SALARIES</b>                                              | <u>32.00</u>     | <u>1,463,071</u> | <u>23.00</u>     | <u>1,122,088</u> | <u>0.00</u>      | <u>0</u> |

**DEPARTMENT STAFF SUMMARY**  
**PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**

| POSITION TITLE                                                               | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |               |
|------------------------------------------------------------------------------|------------------|------------------|------------------|------------------|------------------|---------------|
|                                                                              | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES      |
| <b>DIVISION OF ENVIRONMENTAL SERVICES - BUREAU OF SOLID WASTE MANAGEMENT</b> |                  |                  |                  |                  |                  |               |
| <b>PART-TIME SALARIES</b>                                                    |                  |                  |                  |                  |                  |               |
| Laborer                                                                      | 0.60             | 13,566           | 0.00             | 0                | 0.00             | 0             |
| Senior Equipment Operator                                                    | 0.60             | 25,958           | 0.00             | 0                | 0.00             | 0             |
| <b>TOTAL PART-TIME SALARIES</b>                                              | 1.20             | 39,524           | 0.00             | 0                | 0.00             | 0             |
| <b>TEMPORARY SALARIES</b>                                                    |                  | 0                |                  | 330,582          |                  | 0             |
| <b>SUB-TOTAL BUREAU OF SOLID WASTE<br/>MANAGEMENT SALARIES</b>               | <b>33.20</b>     | <b>1,502,595</b> | <b>23.00</b>     | <b>1,452,670</b> | <b>0.00</b>      | <b>0</b>      |
| <b>OTHER PERSONAL SERVICES</b>                                               |                  |                  |                  |                  |                  |               |
| Pension & Retirement                                                         |                  | 267,487          |                  | 253,003          |                  | 10,910        |
| Workers' Compensation                                                        |                  | 140,122          |                  | 57,210           |                  | 371           |
| Health Benefits                                                              |                  | 862,628          |                  | 810,491          |                  | 22,061        |
| PEHP                                                                         |                  | 83,208           |                  | 94,920           |                  | 0             |
| Overtime                                                                     |                  | 147,000          |                  | 145,000          |                  | 0             |
| FICA                                                                         |                  | 217,251          |                  | 205,015          |                  | 8,346         |
| Miscellaneous                                                                |                  | 7,840            |                  | 7,280            |                  | 140           |
| <b>TOTAL OTHER PERSONAL SERVICES</b>                                         |                  | <b>1,725,536</b> |                  | <b>1,572,919</b> |                  | <b>41,828</b> |

**DEPARTMENT STAFF SUMMARY**  
**PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**

| <u>DIVISION OF ENVIRONMENTAL<br/>SERVICES TOTALS</u> | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                |
|------------------------------------------------------|------------------|--------------------|------------------|------------------|------------------|----------------|
| TOTAL FULL-TIME SALARIES                             | 56.00            | 2,716,107          | 43.00            | 2,199,448        | 1.00             | 109,097        |
| TOTAL SALARY OFFSET                                  |                  | (71,031)           |                  | 0                |                  | 0              |
| TOTAL PART-TIME SALARIES                             | 1.20             | 39,524             | 0.00             | 0                | 0.00             | 0              |
| TOTAL TEMPORARY SALARIES                             |                  | 16,224             |                  | 330,582          |                  | 0              |
| TOTAL OTHER PERSONAL SERVICES                        |                  | <u>1,725,536</u>   |                  | <u>1,572,919</u> |                  | <u>41,828</u>  |
| DIVISION OF ENVIRONMENTAL SERVICES<br>TOTALS         | <u>57.20</u>     | <u>4,426,360 *</u> | <u>43.00</u>     | <u>4,102,949</u> | <u>1.00</u>      | <u>150,925</u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**

**GENERAL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 1,888,254                | 1,894,507                | 1,658,875                            | 150,925                                 | 150,925                  |
| 20 CONTRACTUAL SERVICES             | 324,014                  | 409,868                  | 423,840                              | 13,545,870                              | 13,545,870               |
| 30 SUPPLIES & MATERIALS             | 119,478                  | 132,895                  | 158,545                              | 2,450                                   | 2,450                    |
| 40 BUSINESS AND TRAVEL              | 84,556                   | 96,580                   | 104,910                              | 492,800                                 | 492,800                  |
| 50 CAPITAL OUTLAY                   | 7,412                    | 39,000                   | 39,000                               | 0                                       | 0                        |
| 70 MISCELLANEOUS                    | 10,218                   | 10,440                   | 9,178                                | 0                                       | 0                        |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 48                       | 600                      | 900                                  | 0                                       | 0                        |
|                                     | <hr/>                    | <hr/>                    | <hr/>                                | <hr/>                                   | <hr/>                    |
| <b>GRAND TOTAL</b>                  | <b><u>2,433,980</u></b>  | <b><u>2,583,890</u></b>  | <b><u>2,395,248</u></b>              | <b><u>14,192,045</u></b>                | <b><u>14,192,045</u></b> |

**SUMMARY BY FUND:**

|                    |                         |                         |                         |                          |                          |
|--------------------|-------------------------|-------------------------|-------------------------|--------------------------|--------------------------|
| 11 GENERAL         | 2,433,980               | 2,583,890               | 2,395,248               | 14,192,045               | 14,192,045               |
|                    | <hr/>                   | <hr/>                   | <hr/>                   | <hr/>                    | <hr/>                    |
| <b>GRAND TOTAL</b> | <b><u>2,433,980</u></b> | <b><u>2,583,890</u></b> | <b><u>2,395,248</u></b> | <b><u>14,192,045</u></b> | <b><u>14,192,045</u></b> |

**SUMMARY BY DIVISION:**

|                    |                                                                     |                         |                         |                         |                          |                          |
|--------------------|---------------------------------------------------------------------|-------------------------|-------------------------|-------------------------|--------------------------|--------------------------|
| 301111             | BUREAU OF ENVIRONMENTAL<br>SERVICES ADMINISTRATION &<br>ENGINEERING | 849,132                 | 794,320                 | 785,049                 | 150,925                  | 150,925                  |
| 301213             | TRANSFER STATION                                                    | 0                       | 0                       | 0                       | 8,800,000                | 8,800,000                |
| 301214             | BUREAU OF SOLID WASTE MGT                                           | 0                       | 0                       | 0                       | 5,049,120                | 5,049,120                |
| 301241             | RECYCLING                                                           | 1,412,073               | 1,518,108               | 1,358,824               | 0                        | 0                        |
| 301251             | POST CLOSURE                                                        | 119,719                 | 173,850                 | 173,850                 | 192,000                  | 192,000                  |
| 301261             | SCARBORO REMEDIATION                                                | 46,831                  | 55,460                  | 54,460                  | 0                        | 0                        |
| 301520             | NOXIOUS WEED                                                        | 0                       | 32,152                  | 13,065                  | 0                        | 0                        |
| 301530             | GYPSY MOTH                                                          | 6,225                   | 10,000                  | 10,000                  | 0                        | 0                        |
|                    |                                                                     | <hr/>                   | <hr/>                   | <hr/>                   | <hr/>                    | <hr/>                    |
| <b>GRAND TOTAL</b> |                                                                     | <b><u>2,433,980</u></b> | <b><u>2,583,890</u></b> | <b><u>2,395,248</u></b> | <b><u>14,192,045</u></b> | <b><u>14,192,045</u></b> |

**PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**  
**Bureau of Environmental Services Administration & Engineering**  
**Index #301111**

**ORIGIN/PURPOSE:**

The Division of Environmental Services oversees the County's environmental, solid waste management, and recycling programs. Responsibilities include management and technical support for solid waste management, environmental investigation, and remediation of County landfill operations and support of environmental programs with other County agencies, such as site assessments and land development plan review.

The function of this division has been outsourced to Maryland Environmental Services (MES)

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 779,535                  | 768,184                  | 721,466                              | 150,925                                 | 150,925                  |
| 20 CONTRACTUAL SERVICES             | 34,133                   | 21,329                   | 23,400                               | 0                                       | 0                        |
| 30 SUPPLIES & MATERIALS             | 3,748                    | 5,305                    | 3,920                                | 0                                       | 0                        |
| 40 BUSINESS AND TRAVEL              | 21,498                   | 17,659                   | 26,685                               | 0                                       | 0                        |
| 70 MISCELLANEOUS                    | 10,218                   | 10,642                   | 9,178                                | 0                                       | 0                        |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 0                        | 184                      | 400                                  | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>849,132</b>           | <b>823,303</b>           | <b>785,049</b>                       | <b>150,925</b>                          | <b>150,925</b>           |

**FUNDING SOURCE:**

|            |                |                |                |                |                |
|------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL | <b>849,132</b> | <b>823,303</b> | <b>785,049</b> | <b>150,925</b> | <b>150,925</b> |
|------------|----------------|----------------|----------------|----------------|----------------|

|                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES</b><br/> <b>Bureau of Environmental Services Administration &amp; Engineering</b><br/> <b>Index #301111</b></p> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                |
|--------------|--------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 721,466      | 150,925      | (570,541)     | <p><u>PERSONAL SERVICES</u> decrease (\$570,541)</p> <p>Decrease is the net result of abolishment of six (6) abolished due to outsourcing offset the creation of an Administrator position to oversee MES contract, etc. and the FY 17 Merit salary increase of 3%</p> |



**DIVISION STAFF SUMMARY**  
**Bureau of Environmental Services Administration & Engineering**  
**Index #301111**

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Assistant I           | 0.00             | 0                | 1.00             | 34,100         | 0.00             | 0              |
| Administrative Assistant II          | 1.00             | 38,792           | 0.00             | 0              | 0.00             | 0              |
| Administrator                        | 0.00             | 0                | 0.00             | 0              | 1.00             | 109,097        |
| Chief, Engineering Division          | 1.00             | 118,934          | 1.00             | 119,934        | 0.00             | 0              |
| Civil Engineer IV                    | 1.00             | 104,919          | 1.00             | 105,919        | 0.00             | 0              |
| Deputy Director of Public Works      | 1.00             | 124,862          | 1.00             | 124,862        | 0.00             | 0              |
| Engineering Associate IV             | 1.00             | 77,491           | 1.00             | 78,491         | 0.00             | 0              |
| Management Assistant II              | 1.00             | 60,692           | 1.00             | 61,692         | 0.00             | 0              |
| <b>SALARY TOTAL</b>                  | <b>6.00</b>      | <b>525,690</b>   | <b>6.00</b>      | <b>524,998</b> | <b>1.00</b>      | <b>109,097</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension & Retirement                 |                  | 52,569           |                  | 52,500         |                  | 10,910         |
| Workers' Compensation                |                  | 5,720            |                  | 1,161          |                  | 371            |
| Health Benefits                      |                  | 96,802           |                  | 97,134         |                  | 22,061         |
| Overtime                             |                  | 7,000            |                  | 5,000          |                  | 0              |
| FICA                                 |                  | 40,144           |                  | 39,833         |                  | 8,346          |
| Miscellaneous                        |                  | 840              |                  | 840            |                  | 140            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>203,075</b>   |                  | <b>196,468</b> |                  | <b>41,828</b>  |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>6.00</b>      | <b>728,765 *</b> | <b>6.00</b>      | <b>721,466</b> | <b>1.00</b>      | <b>150,925</b> |

**\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts**

All positions were abolished as a result of outsourcing the responsibilities of this division to MES.

A vacant unfunded Management Assistant II position was transferred and reclassified to Administration and serves as the County liaison with MES and oversees the contract.

**PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**

**Transfer Station**

**Index #301213**

**ORIGIN/PURPOSE:**

This budget supports the Municipal Solid Waste Disposal Agreement between Harford County Government and Baltimore County Government. The Agreement provides for construction and operation of facilities located in Baltimore County to properly dispose of solid waste and process materials for recycling as described in the Harford County Solid Waste Management Plan.

Transfer Station fees reallocated to the General Fund when Solid Waste Services was outsourced to Maryland Environmental Services (MES) and the Solid Waste Services Fund was eliminated.

**ALL FUND SUMMARY:**

|                         | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| 20 CONTRACTUAL SERVICES | 0                | 0                | 0                           | 8,800,000                      | 8,800,000        |
| <b>GRAND TOTAL</b>      | <b>0</b>         | <b>0</b>         | <b>0</b>                    | <b>8,800,000</b>               | <b>8,800,000</b> |

**SUMMARY BY CHARACTER:**

**FUNDING SOURCE:**

|             |   |   |   |           |           |
|-------------|---|---|---|-----------|-----------|
| 011 GENERAL | 0 | 0 | 0 | 8,800,000 | 8,800,000 |
|-------------|---|---|---|-----------|-----------|

**FINANCIAL NOTES:**

| FY 16 | FY 17     | CHANGE    | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                             |
|-------|-----------|-----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 0     | 8,800,000 | 8,800,000 | <u>CONTRACTUAL SERVICES</u><br>Management Services - Payment to Baltimore County for the Transfer Station Fee per agreement<br>This budget was reallocated to the General Fund from the Solid Waste Services Fund for FY 17. |

**PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**  
**Bureau of Solid Waste Management**  
**Index #301214**

**ORIGIN/PURPOSE:**

The Division of Environmental Services, Solid Waste Management funds the contract with Maryland Environmental Services (MES) to provide the daily service for the Landfill now under their oversight.

New for FY 17 as the County has outsourced Solid Waste Management Services to Maryland Environmental Services (MES)

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 20 CONTRACTUAL SERVICES             | 0                | 0                | 0                           | 4,553,870                      | 4,553,870        |
| 30 SUPPLIES & MATERIALS             | 0                | 0                | 0                           | 2,450                          | 2,450            |
| 40 BUSINESS AND TRAVEL              | 0                | 0                | 0                           | 492,800                        | 492,800          |
| <b>GRAND TOTAL</b>                  | <b>0</b>         | <b>0</b>         | <b>0</b>                    | <b>5,049,120</b>               | <b>5,049,120</b> |

**FUNDING SOURCE:**

|            |   |   |   |           |           |
|------------|---|---|---|-----------|-----------|
| 11 GENERAL | 0 | 0 | 0 | 5,049,120 | 5,049,120 |
|------------|---|---|---|-----------|-----------|

**FINANCIAL NOTES:**

| FY 16 | FY 17     | CHANGE    | EXPLANATION OF INCREASE/DECREASE                                                                                                                                        |
|-------|-----------|-----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 0     | 4,553,870 | 4,553,870 | <u>CONTRACTUAL SERVICES</u> increase \$4,553,870<br>Funds are appropriated for electricity, telephone service and for the contract with Maryland Environmental Services |
| 0     | 2,450     | 2,450     | <u>SUPPLIES &amp; MATERIALS</u> increase \$2,450<br>Funds are appropriated for duplicating machine supplies                                                             |
| 0     | 492,800   | 492,800   | <u>BUSINESS AND TRAVEL</u> increase \$492,800<br>Funds are appropriated for vehicle maintenance and fuel charges                                                        |

**PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**

**Post Closure**

**Index #301251**

**ORIGIN/PURPOSE:**

The Bureau of Environmental Services Administration and Engineering manages this operating budget which accounts for post closure care and monitoring costs associated with closed landfills. The accounting for these costs is required by the Governmental Accounting Standards Board Statement No. 18.

The costs include groundwater monitoring, gas monitoring, operation and maintenance of groundwater treatment systems, sampling and monitoring activities, and various other costs associated with post closure activities. The Maryland Department of the Environment mandates the treatment and remediation operations for closed landfills.

This function was outsourced to Maryland Environmental Services (MES) but accounting for these costs will be kept separate from the daily operations/costs of the Harford Waste Disposal System.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 20 CONTRACTUAL SERVICES             | 108,452                  | 85,610                   | 132,800                              | 192,000                                 | 192,000                  |
| 30 SUPPLIES & MATERIALS             | 7,231                    | 11,684                   | 13,050                               | 0                                       | 0                        |
| 50 CAPITAL OUTLAY                   | 4,036                    | 9,856                    | 28,000                               | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>119,719</b>           | <b>107,150</b>           | <b>173,850</b>                       | <b>192,000</b>                          | <b>192,000</b>           |

**FUNDING SOURCE:**

|            |                |                |                |                |                |
|------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL | <b>119,719</b> | <b>107,150</b> | <b>173,850</b> | <b>192,000</b> | <b>192,000</b> |
|------------|----------------|----------------|----------------|----------------|----------------|

**PUBLIC WORKS - ENVIRONMENTAL SERVICES****Recycling  
Index #301241****ORIGIN/PURPOSE:**

The Recycling Office oversees the ongoing implementation of the Harford County's Recycling Plan through the development of aggressive educational programs, review of legislative initiatives and review of recycling best management practices. The Office encourages residential and commercial/institutional generators to practice good source reduction, re-use, and recycling habits, in order to increase recycling in Harford County.

The Function of this division has been outsourced to Maryland Environmental Services (MES)

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 1,108,719                | 1,058,902                | 937,409                              | 0                                       | 0                        |
| 20 CONTRACTUAL SERVICES             | 159,053                  | 167,119                  | 239,640                              | 0                                       | 0                        |
| 30 SUPPLIES & MATERIALS             | 81,195                   | 69,607                   | 109,850                              | 0                                       | 0                        |
| 40 BUSINESS AND TRAVEL              | 63,058                   | 50,542                   | 71,425                               | 0                                       | 0                        |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 48                       | 97                       | 500                                  | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>1,412,073</b>         | <b>1,346,267</b>         | <b>1,358,824</b>                     | <b>0</b>                                | <b>0</b>                 |

**FUNDING SOURCE:**

|            |           |           |           |   |   |
|------------|-----------|-----------|-----------|---|---|
| 11 GENERAL | 1,412,073 | 1,346,267 | 1,358,824 | 0 | 0 |
|------------|-----------|-----------|-----------|---|---|

# DIVISION STAFF SUMMARY

## Recycling

Index #301241

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |          |
|--------------------------------------|------------------|--------------------|------------------|----------------|------------------|----------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES       | POSITIONS        | SALARIES |
| Equipment Operator                   | 3.00             | 129,330            | 2.00             | 85,724         | 0.00             | 0        |
| Equipment Repair Specialist          | 1.00             | 55,598             | 1.00             | 56,598         | 0.00             | 0        |
| Laborer                              | 7.00             | 180,731            | 6.00             | 184,292        | 0.00             | 0        |
| Recycling Program Coordinator        | 1.00             | 45,000             | 0.00             | 0              | 0.00             | 0        |
| Recycling Program Manager            | 1.00             | 65,000             | 1.00             | 58,700         | 0.00             | 0        |
| Senior Equipment Operator            | 3.00             | 130,218            | 2.00             | 92,218         | 0.00             | 0        |
| Weighmaster/Attendant I              | 1.00             | 27,248             | 0.00             | 0              | 0.00             | 0        |
| Weighmaster/Attendant II             | 1.00             | 45,790             | 1.00             | 46,790         | 0.00             | 0        |
| Weighmaster/Attendant Trainee        | 0.00             | 0                  | 1.00             | 28,040         | 0.00             | 0        |
| <b>FULL-TIME SALARIES</b>            | <b>18.00</b>     | <b>678,915</b>     | <b>14.00</b>     | <b>552,362</b> | <b>0.00</b>      | <b>0</b> |
| <b>SALARY OFFSET</b>                 |                  | (22,600)           |                  | 0              |                  | 0        |
| <b>SALARY TOTAL</b>                  | <b>18.00</b>     | <b>656,315</b>     | <b>14.00</b>     | <b>552,362</b> | <b>0.00</b>      | <b>0</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                |                  |          |
| Pension & Retirement                 |                  | 65,632             |                  | 55,236         |                  | 0        |
| Workers' Compensation                |                  | 41,217             |                  | 21,565         |                  | 0        |
| Health Benefits                      |                  | 252,387            |                  | 189,330        |                  | 0        |
| PEHP                                 |                  | 35,456             |                  | 31,640         |                  | 0        |
| Overtime                             |                  | 40,000             |                  | 40,000         |                  | 0        |
| FICA                                 |                  | 53,268             |                  | 45,316         |                  | 0        |
| Miscellaneous                        |                  | 2,380              |                  | 1,960          |                  | 0        |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>490,340</b>     |                  | <b>385,047</b> |                  | <b>0</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>18.00</b>     | <b>1,146,655 *</b> | <b>14.00</b>     | <b>937,409</b> | <b>0.00</b>      | <b>0</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

All positions were abolished as a result of outsourcing the responsibilities of this division to MES.

**PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**  
**Scarboro Remediation**  
**Index #301261**

**ORIGIN/PURPOSE:**

This operating budget is administered by the Bureau of Environmental Services Administration and Engineering and accounts for monitoring and operating costs for the Scarboro Landfill remediation project.

The costs include groundwater monitoring, operation and maintenance of groundwater treatment systems, sampling and monitoring activities, and various other costs associated with remediation.

The Maryland Department of the Environment mandates the treatment and remediation operations for closed landfills.

The function of this division has been outsourced to Maryland Environmental Services (MES)

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 20 CONTRACTUAL SERVICES             | 16,151           | 15,997           | 16,260                      | 0                              | 0                |
| 30 SUPPLIES & MATERIALS             | 27,304           | 19,690           | 27,200                      | 0                              | 0                |
| 50 CAPITAL OUTLAY                   | 3,376            | 12,372           | 11,000                      | 0                              | 0                |
| <b>GRAND TOTAL</b>                  | <b>46,831</b>    | <b>48,059</b>    | <b>54,460</b>               | <b>0</b>                       | <b>0</b>         |

**FUNDING SOURCE:**

|            |        |        |        |   |   |
|------------|--------|--------|--------|---|---|
| 11 GENERAL | 46,831 | 48,059 | 54,460 | 0 | 0 |
|------------|--------|--------|--------|---|---|

**PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**

**Noxious Weed**

**Index #301520**

**ORIGIN/PURPOSE:**

Noxious Weed Control is a State program to control noxious weeds. Noxious weeds include Johnson grass, Shattercane, and Canada thistle and are usually found on agricultural lands although some properties owned by land developers are affected. This program also budgets for noxious weed control on County owned properties.

A County employee will perform the duties of the Noxious Weed Technician to coordinate the local program for controlling noxious weeds in Harford County.

The function of this division has been outsourced to Maryland Environmental Services (MES)

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 0                        | 5,637                    | 0                                    | 0                                       | 0                        |
| 20 CONTRACTUAL SERVICES             | 0                        | 300                      | 1,740                                | 0                                       | 0                        |
| 30 SUPPLIES AND MATERIALS           | 0                        | 5,137                    | 4,525                                | 0                                       | 0                        |
| 40 BUSINESS AND TRAVEL              | 0                        | 1,126                    | 6,800                                | 0                                       | 0                        |
|                                     | <hr/>                    | <hr/>                    | <hr/>                                | <hr/>                                   | <hr/>                    |
| <b>GRAND TOTAL</b>                  | <b>0</b>                 | <b>12,200</b>            | <b>13,065</b>                        | <b>0</b>                                | <b>0</b>                 |
|                                     | <hr/> <hr/>              | <hr/> <hr/>              | <hr/> <hr/>                          | <hr/> <hr/>                             | <hr/> <hr/>              |

**FUNDING SOURCE:**

|            |             |               |               |             |             |
|------------|-------------|---------------|---------------|-------------|-------------|
| 11 GENERAL | <hr/>       | <hr/>         | <hr/>         | <hr/>       | <hr/>       |
|            | <b>0</b>    | <b>12,200</b> | <b>13,065</b> | <b>0</b>    | <b>0</b>    |
|            | <hr/> <hr/> | <hr/> <hr/>   | <hr/> <hr/>   | <hr/> <hr/> | <hr/> <hr/> |



**DIVISION STAFF SUMMARY**  
**Bureau of Environmental Services Noxious Weed Control**  
**Index #301520**

| POSITION TITLE                | ENACTED<br>FY 15 |                 | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |            |
|-------------------------------|------------------|-----------------|------------------|----------|------------------|------------|
|                               | POSITIONS        | SALARIES        | POSITIONS        | SALARIES | POSITIONS        | SALARIES   |
| TEMPORARY SALARIES            |                  | 16,224          |                  | 0        |                  | 0          |
| SALARY TOTAL                  |                  | <u>16,224</u>   |                  | <u>0</u> |                  | <u>0</u>   |
| OTHER PERSONAL SERVICES       |                  |                 |                  |          |                  |            |
| Pension & Retirement          |                  | 1,622           |                  | 0        |                  | 0          |
| FICA                          |                  | 1,241           |                  | 0        |                  | 0          |
| TOTAL OTHER PERSONAL SERVICES |                  | <u>2,863</u>    |                  | <u>0</u> |                  | <u>0</u>   |
| TOTAL PERSONAL SERVICES       |                  | <u>19,087 *</u> |                  | <u>0</u> |                  | <u>0 A</u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**

**Gypsy Moth  
Index #301530**

**ORIGIN/PURPOSE:**

The Forest Pest Management Section of the Maryland Department of Agriculture conducts annual surveys to delineate the areas in the county where infestation of gypsy moths have the potential to cause defoliation and damage.

Based on the results of surveys, the State selects areas to be treated with pesticides.

The function of this division has been outsourced to Maryland Environmental Services (MES)

**ALL FUND SUMMARY:**

**SUMMARY BY CHARACTER:**

|                         | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| 20 CONTRACTUAL SERVICES | <u>6,225</u>             | <u>7,500</u>             | <u>10,000</u>                        | <u>0</u>                                | <u>0</u>                 |
| <b>GRAND TOTAL</b>      | <b><u>6,225</u></b>      | <b><u>7,500</u></b>      | <b><u>10,000</u></b>                 | <b><u>0</u></b>                         | <b><u>0</u></b>          |

**FUNDING SOURCE:**

|            |              |              |               |          |          |
|------------|--------------|--------------|---------------|----------|----------|
| 11 GENERAL | <u>6,225</u> | <u>7,500</u> | <u>10,000</u> | <u>0</u> | <u>0</u> |
|------------|--------------|--------------|---------------|----------|----------|

**PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**  
**Bureau of Solid Waste Management**  
**Index #301211**

**ORIGIN/PURPOSE:**

The Bureau of Solid Waste Management manages a comprehensive program of municipal solid waste recycling and disposal services for the citizens, businesses, and institutions of Harford County. These services include the Harford Waste Disposal Center (HWDC) landfill, homeowners drop-off center, HWDC mulch and compost facility, Tollgate yard trim drop-off facility, recycling transfer station, satellite waste oil drop-off sites, and the Waste-to-Energy Facility.

The function of this division was outsourced to Maryland Environmental Services (MES) in FY 16

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 2,554,026                | 2,522,641                | 2,444,074                            | 0                                       | 0                        |
| 20 CONTRACTUAL SERVICES             | 485,261                  | 303,548                  | 563,280                              | 0                                       | 0                        |
| 30 SUPPLIES AND MATERIALS           | 110,391                  | 127,197                  | 119,650                              | 0                                       | 0                        |
| 40 BUSINESS AND TRAVEL              | 386,574                  | 374,074                  | 402,055                              | 0                                       | 0                        |
| 50 CAPITAL OUTLAY                   | 130,779                  | 0                        | 0                                    | 0                                       | 0                        |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 420                      | 350                      | 300                                  | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b><u>3,667,451</u></b>  | <b><u>3,327,810</u></b>  | <b><u>3,529,359</u></b>              | <b><u>0</u></b>                         | <b><u>0</u></b>          |

**FUNDING SOURCE:**

|                         |                         |                         |                         |                 |                 |
|-------------------------|-------------------------|-------------------------|-------------------------|-----------------|-----------------|
| 55 SOLID WASTE SERVICES | <b><u>3,667,451</u></b> | <b><u>3,327,810</u></b> | <b><u>3,529,359</u></b> | <b><u>0</u></b> | <b><u>0</u></b> |
|-------------------------|-------------------------|-------------------------|-------------------------|-----------------|-----------------|

**DIVISION STAFF SUMMARY**  
**Bureau of Solid Waste Management**  
**Index #301211**

| POSITION TITLE                    | ENACTED<br>FY 15 |           | ENACTED<br>FY 16 |           | ENACTED<br>FY 17 |          |
|-----------------------------------|------------------|-----------|------------------|-----------|------------------|----------|
|                                   | POSITIONS        | SALARIES  | POSITIONS        | SALARIES  | POSITIONS        | SALARIES |
| Administrative Assistant I        | 1.00             | 49,812    | 0.00             | 0         | 0.00             | 0        |
| Administrative Specialist I       | 0.00             | 0         | 1.00             | 63,762    | 0.00             | 0        |
| Administrative Specialist II      | 1.00             | 52,556    | 0.00             | 0         | 0.00             | 0        |
| Chief, Solid Waste Management     | 1.00             | 80,000    | 1.00             | 111,000   | 0.00             | 0        |
| Clerk Typist                      | 1.00             | 42,263    | 1.00             | 43,263    | 0.00             | 0        |
| Crew Chief                        | 3.00             | 171,073   | 1.00             | 46,656    | 0.00             | 0        |
| Crew Leader I                     | 1.00             | 34,424    | 0.00             | 0         | 0.00             | 0        |
| Engineering Associate II          | 0.00             | 0         | 0.00             | 0         | 0.00             | 0        |
| Engineering Associate III         | 1.00             | 58,441    | 1.00             | 59,441    | 0.00             | 0        |
| Equipment Operator                | 3.00             | 139,377   | 2.00             | 92,946    | 0.00             | 0        |
| Equipment Operator Trainee        | 0.00             | 0         | 0.00             | 0         | 0.00             | 0        |
| Equipment Repair Specialist       | 1.00             | 55,598    | 1.00             | 56,598    | 0.00             | 0        |
| Laborer                           | 5.00             | 185,140   | 5.00             | 190,140   | 0.00             | 0        |
| Landfill Supervisor               | 0.00             | 0         | 0.00             | 0         | 0.00             | 0        |
| Litter Control Program Supervisor | 0.00             | 0         | 1.00             | 38,300    | 0.00             | 0        |
| Senior Equipment Operator         | 7.00             | 292,063   | 5.00             | 216,123   | 0.00             | 0        |
| Weighmaster/Attendant I           | 1.00             | 32,091    | 0.00             | 0         | 0.00             | 0        |
| Weighmaster/Attendant II          | 5.00             | 254,859   | 3.00             | 146,519   | 0.00             | 0        |
| Weighmaster Supervisor            | 1.00             | 63,805    | 1.00             | 57,340    | 0.00             | 0        |
| <b>FULL-TIME SALARIES</b>         | 32.00            | 1,511,502 | 23.00            | 1,122,088 | 0.00             | 0        |
| <b>SALARY OFFSET</b>              |                  | (48,431)  |                  | 0         |                  | 0        |
| <b>TOTAL FULL-TIME SALARIES</b>   | 32.00            | 1,463,071 | 23.00            | 1,122,088 | 0.00             | 0        |

**DIVISION STAFF SUMMARY**  
**Bureau of Solid Waste Management**  
**Index #301211**

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |          |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|----------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES |
| <b>PART-TIME SALARIES</b>            |                  |                    |                  |                  |                  |          |
| Laborer                              | 0.60             | 13,566             | 0.00             | 0                | 0.00             | 0        |
| Senior Equipment Operator            | 0.60             | 25,958             | 0.00             | 0                | 0.00             | 0        |
| <b>TOTAL PART-TIME SALARIES</b>      | 1.20             | 39,524             | 0.00             | 0                | 0.00             | 0        |
| <b>TEMPORARY SALARIES</b>            |                  | 0                  |                  | 330,582          |                  | 0        |
| <b>SALARY TOTAL</b>                  | <b>33.20</b>     | <b>1,502,595</b>   | <b>23.00</b>     | <b>1,452,670</b> | <b>0.00</b>      | <b>0</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |          |
| Pension & Retirement                 |                  | 147,664            |                  | 145,267          |                  | 0        |
| Workers' Compensation                |                  | 93,185             |                  | 34,484           |                  | 0        |
| Health Benefits                      |                  | 513,439            |                  | 524,027          |                  | 0        |
| PEHP                                 |                  | 47,752             |                  | 63,280           |                  | 0        |
| Overtime                             |                  | 100,000            |                  | 100,000          |                  | 0        |
| FICA                                 |                  | 122,598            |                  | 119,866          |                  | 0        |
| Miscellaneous                        |                  | 4,620              |                  | 4,480            |                  | 0        |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>1,029,258</b>   |                  | <b>991,404</b>   |                  | <b>0</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>33.20</b>     | <b>2,531,853 *</b> | <b>23.00</b>     | <b>2,444,074</b> | <b>0.00</b>      | <b>0</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

All positions were abolished as a result of outsourcing the responsibilities of this office to MES.

**PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**

**Transfer Station**

**Index #301212**

**ORIGIN/PURPOSE:**

This budget supports the Municipal Solid Waste Disposal Agreement between Harford County Government and Baltimore County Government. The Agreement provides for construction and operation of facilities located in Baltimore County to properly dispose of solid waste and process materials for recycling as described in the Harford County Solid Waste Management Plan.

For accounting purposes this division transferred under the Department of Public Works General Fund for FY 17

**ALL FUND SUMMARY:**

|                         | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| 20 CONTRACTUAL SERVICES | <u>0</u>                 | <u>588,650</u>           | <u>3,300,000</u>                     | <u>0</u>                                | <u>0</u>                 |
| <b>GRAND TOTAL</b>      | <b><u>0</u></b>          | <b><u>588,650</u></b>    | <b><u>3,300,000</u></b>              | <b><u>0</u></b>                         | <b><u>0</u></b>          |

**SUMMARY BY CHARACTER:**

**FUNDING SOURCE:**

|                         |          |                |                  |          |          |
|-------------------------|----------|----------------|------------------|----------|----------|
| 55 SOLID WASTE SERVICES | <u>0</u> | <u>588,650</u> | <u>3,300,000</u> | <u>0</u> | <u>0</u> |
|-------------------------|----------|----------------|------------------|----------|----------|

**PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**

**Waste to Energy**

**Index #301271**

**ORIGIN/PURPOSE:**

This budget is based on the Northeast Maryland Waste Disposal Authority managing the Waste to Energy on our behalf. The operating budget consists of payments to the contract operator for operations and maintenance expense, repair and replacement expense, insurance 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.

The Waste to Energy Plant was closed March 17, 2016

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 20 CONTRACTUAL SERVICES             | <u>8,613,568</u>         | <u>9,218,275</u>         | <u>8,150,000</u>                     | <u>0</u>                                | <u>0</u>                 |
| <b>GRAND TOTAL</b>                  | <b><u>8,613,568</u></b>  | <b><u>9,218,275</u></b>  | <b><u>8,150,000</u></b>              | <b><u>0</u></b>                         | <b><u>0</u></b>          |

**FUNDING SOURCE:**

|                         |                  |                  |                  |          |          |
|-------------------------|------------------|------------------|------------------|----------|----------|
| 55 SOLID WASTE SERVICES | <u>8,613,568</u> | <u>9,218,275</u> | <u>8,150,000</u> | <u>0</u> | <u>0</u> |
|-------------------------|------------------|------------------|------------------|----------|----------|

**PUBLIC WORKS - DIVISION OF ENVIRONMENTAL SERVICES**

**Waste to Energy**

**Index #301271**

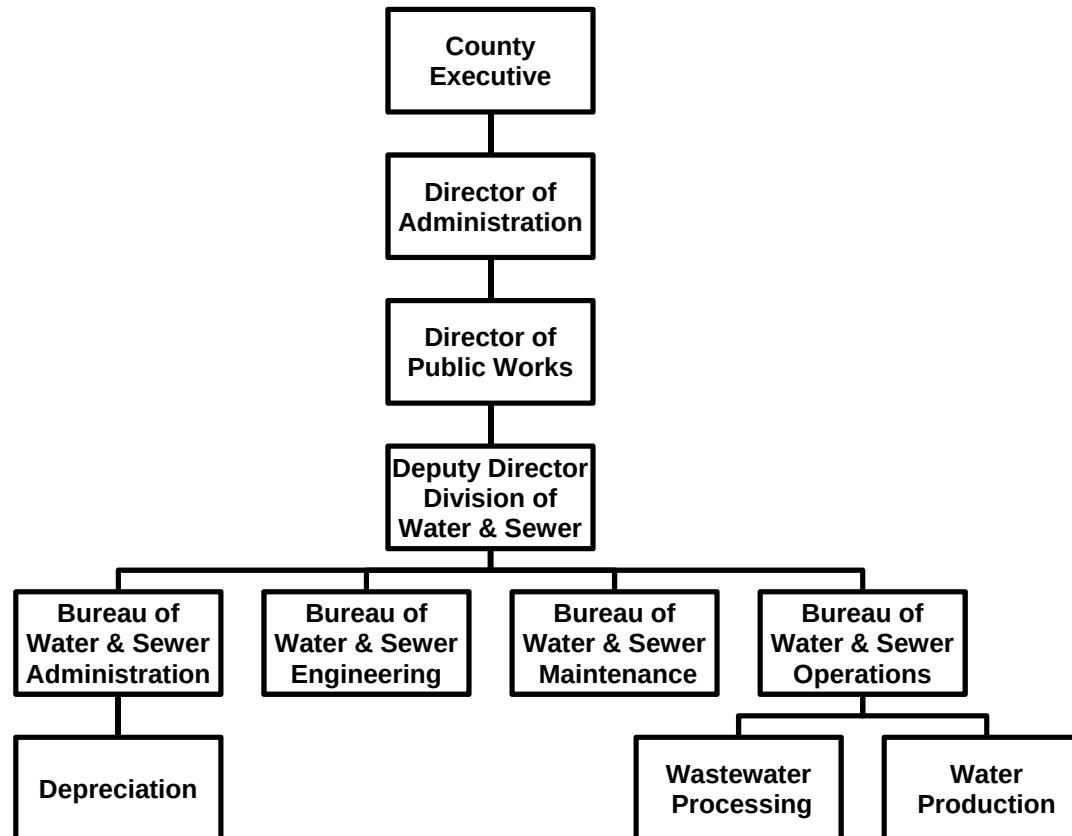
**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                               |
|--------------|--------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 8,150,000    | 0            | (8,150,000)   | <u>CONTRACTUAL SERVICES</u> decrease (\$8,150,000)<br>Management Services - Waste to Energy plant operating expenses as estimated by Treasury:<br>The Waste to Energy Plant was closed March 17, 2016 |



# DEPARTMENT OF PUBLIC WORKS

## DIVISION OF WATER AND SEWER



## PUBLIC WORKS - DIVISION OF WATER & SEWER

### **ORIGIN/PURPOSE:**

The Public Works Division of Water and Sewer is mainly funded by user charges, connection charges, interest on investments and licenses and permits. When possible grants are utilized to extend Water & Sewer service and to support special projects such as energy preparedness, response enhanced treatment and public main extension. This Division is responsible for the operation, maintenance, administration, planning, and engineering of public water and sewer facilities to service over 100,000 people in Harford County that reside outside the three incorporated towns. The Division is grouped into six functional areas:

**BUREAU OF WATER & SEWER ADMINISTRATION** is responsible for the overall direction and administration of all water and sewer activities including grant programs, Public Works Utility Agreements, Assessments, Intragovernmental Water & Sewer Purchase Agreements, Building Permits, Master Plan revisions, Capital Projects, Petitions, Budget, and Personnel Management.

**DEPRECIATION** is an account to track depreciation expense.

**BUREAU OF WATER & SEWER ENGINEERING** handles contract administration; Adequate Public Facilities requirements; existing utility line locations; quality control on construction of water and sewer capital projects and private developer projects; assists in house utility assessments and improvements to existing infrastructure. Responsibilities also include technical review of all developer projects to assure compliance with Harford County's Standard Specifications and Design Guidelines.

**BUREAU OF WATER & SEWER MAINTENANCE** operates and maintains the water distribution system and sewer collection system on a 24 hour, 7 day a week basis. They provide extensive customer service through the Water Meter Section, Maintenance Section, and the Customer Relations Section by responding to customer service requests or problems within 20 minutes for both normal and emergency service. The Maintenance Section is also responsible for system locations for the One Call (Miss Utility) System. Expenditure accounts were consolidated in the FY 15 budget. Indexes 305260 and 306260 have been eliminated and their funding has been reallocated into Indexes 305210 and 306120 for better accountability.

### **BUREAU OF WATER & SEWER OPERATIONS:**

**WASTEWATER PROCESSING** is responsible for the treatment of domestic wastewater originating from more than 43,000 customer accounts of the County's sewer system; operating three County-owned treatment plants; operating 53 wastewater pumping stations which move wastewater from the communities to the Wastewater Treatment Plants' and operating and maintaining over 300 individual home sewage collection/pumping systems collectively. The County's main wastewater facility, Sod Run, is a regional type facility treating County septage, leachate, and other plant residuals in addition to the wastewater delivered from the collection system. It is a State and Federally acclaimed wastewater treatment system subject of awards and publications.

**WATER PRODUCTION** provides safe and potable water to over 43,000 customers on the County's water system; utilizes three County-owned treatment plants, 12 booster stations, 12 water towers to process and deliver water, and purchases water from the City of Havre de Grace. This section is able to monitor and direct water throughout the system's four pressure zones via radio telemetry.

## PUBLIC WORKS - DIVISION OF WATER & SEWER

### **MISSION STATEMENT:**

TO PROVIDE HIGH QUALITY WATER AND WASTEWATER SERVICES WHILE PROTECTING THE PUBLIC HEALTH AND NATURAL ENVIRONMENT OF OUR COUNTY. THE DIVISION WILL PLAN, MAINTAIN AND CONSTRUCT INFRASTRUCTURE TO PROMOTE COST EFFECTIVE SERVICES WHILE DELIVERING INNOVATIVE AND SUSTAINABLE STRATEGIES IN MEETING REGULATORY REQUIREMENTS, MANAGING CAPACITY AND IMPROVEMENT PLANS, AND MEETING THE NEEDS OF OUR CUSTOMERS.

### **FY 17 GOALS:**

TO PROTECT PUBLIC HEALTH AND THE ENVIRONMENT THROUGH RESPONSIBLE SYSTEM MANAGEMENT, MAINTENANCE AND OPERATIONS  
TO PROVIDE RESPONSIVE, TIMELY, ECONOMICAL AND FRIENDLY SERVICE TO OUR CUSTOMERS  
TO PROVIDE CLEAN, AFFORDABLE WATER TO OUR CUSTOMERS

### **ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14  | AUDITED<br>FY 15  | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17  |
|-------------------------------------|-------------------|-------------------|-----------------------------|--------------------------------|-------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                   |                   |                             |                                |                   |
| 10 PERSONAL SERVICES                | 14,355,453        | 14,084,636        | 14,956,000                  | 15,595,252                     | 15,595,252        |
| 20 CONTRACTUAL SERVICES             | 7,562,512         | 7,576,211         | 8,461,550                   | 8,783,470                      | 8,783,470         |
| 30 SUPPLIES & MATERIALS             | 3,398,130         | 3,365,835         | 3,779,899                   | 4,196,655                      | 4,196,655         |
| 40 BUSINESS AND TRAVEL              | 673,369           | 607,721           | 747,735                     | 745,975                        | 745,975           |
| 50 CAPITAL OUTLAY                   | 1,052,586         | 1,050,610         | 1,187,300                   | 1,231,550                      | 1,231,550         |
| 70 MISCELLANEOUS                    | 13,195,067        | 14,314,408        | 15,577,027                  | 16,129,000                     | 16,129,000        |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 702,604           | 233               | 500                         | 0                              | 0                 |
| <b>GRAND TOTAL</b>                  | <b>40,939,721</b> | <b>40,999,654</b> | <b>44,710,011</b>           | <b>46,681,902</b>              | <b>46,681,902</b> |

### **SUMMARY BY FUND:**

|                            |                   |                   |                   |                   |                   |
|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 51 WATER & SEWER OPERATING | 40,939,721        | 40,999,654        | 44,710,011        | 46,681,902        | 46,681,902        |
| <b>GRAND TOTAL</b>         | <b>40,939,721</b> | <b>40,999,654</b> | <b>44,710,011</b> | <b>46,681,902</b> | <b>46,681,902</b> |

# **PUBLIC WORKS - DIVISION OF WATER & SEWER**

## **ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY DIVISION:</u></b>  |                          |                          |                                      |                                         |                          |
| BUREAU OF ADMINISTRATION            | 3,272,407                | 3,147,979                | 3,528,524                            | 3,566,046                               | 3,566,046                |
| DEPRECIATION                        | 10,857,260               | 11,358,094               | 12,413,356                           | 12,800,000                              | 12,800,000               |
| BUREAU OF ENGINEERING               | 1,137,831                | 1,207,721                | 1,357,776                            | 1,487,777                               | 1,487,777                |
| BUREAU OF WATER & SEWER MAINTENANCE | 6,627,183                | 6,223,889                | 7,018,408                            | 7,430,201                               | 7,430,201                |
| WASTEWATER PROCESSING               | 11,632,844               | 11,727,790               | 12,446,726                           | 13,064,717                              | 13,064,717               |
| WATER PRODUCTION                    | <u>7,412,196</u>         | <u>7,334,181</u>         | <u>7,945,221</u>                     | <u>8,333,161</u>                        | <u>8,333,161</u>         |
| <b>GRAND TOTAL</b>                  | <b><u>40,939,721</u></b> | <b><u>40,999,654</u></b> | <b><u>44,710,011</u></b>             | <b><u>46,681,902</u></b>                | <b><u>46,681,902</u></b> |

## **FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                                                                                                  |
|--------------|--------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 14,956,000   | 15,595,252   | 639,252       | <u>PERSONAL SERVICES</u> increase \$639,252<br>Increase is the net result of the FY 17 Merit Salary increase of 3%, salary adjustments and turnover, temporary salaries, pension, workers' compensation, health benefits, overtime and FICA.                                                                                                                                             |
| 8,461,550    | 8,783,470    | 321,920       | <u>CONTRACTUAL SERVICES</u> increase \$321,920<br>Increase is the net result of adjustments to office equipment, electricity, heating fuel oil & gas, telephone, facility repair and renovations, engineering services, sewer line rehab, other professional services, operating equipment, building/custodial services, other services and maintenance based on actual expense history. |

|                                                     |
|-----------------------------------------------------|
| <b>PUBLIC WORKS - DIVISION OF WATER &amp; SEWER</b> |
|-----------------------------------------------------|

**FINANCIAL NOTES:**

| FY 16      | FY 17      | CHANGE  | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                                                                                                                                                                                                |
|------------|------------|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3,779,899  | 4,196,655  | 416,756 | <p><u>SUPPLIES AND MATERIALS</u> increase \$416,756</p> <p>Increase is the net result of adjustments to duplicating machine supplies, delivery charges, ice and bottled water, uniforms-purchase, small tools, safety equipment, medical supplies, pipes culvers, equipment repair parts, chemicals in bulk and diesel fuel and oil lubricants based on actual expense history.</p>                                                                             |
| 747,735    | 745,975    | (1,760) | <p><u>BUSINESS AND TRAVEL</u> decrease (\$1,760)</p> <p>Decrease is the net result of vehicle maintenance based on actual expense history</p>                                                                                                                                                                                                                                                                                                                   |
| 1,187,300  | 1,231,550  | 44,250  | <p><u>EQUIPMENT</u> increase \$44,250</p> <p>Funding for FY 17 provides for: annual inspection and maintenance of all wells, plant improvements, meters, electronic process controls, electric heaters, air conditioners, John Deere gator, air compressor, blowers, saws, pumps, trailer, hydraulic power tools, testing gauges, leak detection equipment, flow meters, laboratory equipment, tower antennas and two (2) large tow behind air compressors.</p> |
| 15,577,027 | 16,129,000 | 551,973 | <p><u>MISCELLANEOUS</u> increase \$551,973</p> <p>Increase is the net result of pro rata shares to the general fund for administration and depreciation based on Treasury's recommendations</p>                                                                                                                                                                                                                                                                 |

**DEPARTMENT STAFF SUMMARY**  
**PUBLIC WORKS - DIVISION OF WATER AND SEWER**

| POSITION TITLE                       | ENACTED<br>FY 15 |          | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|--------------------------------------|------------------|----------|------------------|----------|------------------|----------|
|                                      | POSITIONS        | SALARIES | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| Accountant III                       | 1.00             | 105,939  | 1.00             | 106,939  | 1.00             | 110,147  |
| Administrative Assistant I           | 3.00             | 113,569  | 3.00             | 136,539  | 2.00             | 95,973   |
| Administrative Assistant II          | 6.00             | 291,192  | 7.00             | 329,626  | 6.00             | 294,587  |
| Administrative Specialist II         | 1.00             | 82,550   | 1.00             | 83,550   | 0.00             | 0        |
| Assistant Superintendent             | 7.00             | 558,570  | 7.00             | 531,500  | 7.00             | 557,247  |
| Central Stores Manager               | 2.00             | 84,669   | 2.00             | 86,669   | 2.00             | 89,269   |
| Chemist                              | 1.00             | 59,549   | 0.00             | 0        | 0.00             | 0        |
| Chief, Engineering Division          | 1.00             | 71,400   | 0.00             | 0        | 0.00             | 0        |
| Chief, Water & Sewer                 | 3.00             | 338,886  | 3.00             | 320,859  | 4.00             | 402,971  |
| Civil Engineer I                     | 1.00             | 45,656   | 1.00             | 51,800   | 1.00             | 45,218   |
| Civil Engineer II                    | 2.00             | 117,867  | 2.00             | 118,867  | 1.00             | 56,650   |
| Civil Engineer III                   | 4.00             | 360,264  | 3.00             | 305,564  | 3.00             | 314,730  |
| Civil Engineer IV                    | 1.00             | 114,629  | 2.00             | 221,629  | 3.00             | 351,810  |
| Computer System Engineer III         | 2.00             | 152,056  | 2.00             | 154,056  | 2.00             | 158,677  |
| Database Administrator               | 1.00             | 52,800   | 0.00             | 0        | 0.00             | 0        |
| Deputy Director of Public Works      | 1.00             | 124,862  | 1.00             | 124,862  | 1.00             | 125,862  |
| Drafting Technician II               | 1.00             | 58,358   | 1.00             | 59,358   | 1.00             | 61,138   |
| Electrician Water & Sewer Operations | 1.00             | 43,900   | 1.00             | 50,000   | 1.00             | 45,217   |
| Engineering Associate II             | 0.00             | 0        | 0.00             | 0        | 1.00             | 62,549   |
| Engineering Associate IV             | 1.00             | 56,621   | 1.00             | 57,621   | 1.00             | 59,350   |
| Environmental Chemist                | 0.00             | 0        | 1.00             | 56,000   | 1.00             | 57,680   |
| Equipment Repair Specialist          | 1.00             | 38,792   | 1.00             | 39,792   | 1.00             | 40,986   |
| GIS Coordinator                      | 1.00             | 76,541   | 1.00             | 77,541   | 1.00             | 79,868   |
| Instrumentation Technician           | 2.00             | 109,381  | 2.00             | 111,381  | 2.00             | 114,722  |
| Laboratory Assistant                 | 0.00             | 0        | 1.00             | 38,629   | 0.00             | 0        |
| Laboratory Technician                | 4.00             | 194,255  | 3.00             | 137,482  | 4.00             | 182,703  |
| Management Assistant I               | 1.00             | 61,000   | 0.00             | 0        | 0.00             | 0        |
| Management Assistant II              | 1.00             | 64,000   | 2.00             | 128,830  | 3.00             | 196,237  |
| Permits Clerk                        | 0.00             | 0        | 1.00             | 32,000   | 2.00             | 70,349   |
| Permits Review Supervisor            | 1.00             | 76,216   | 1.00             | 77,216   | 1.00             | 79,532   |
| Plant Operations Manager             | 2.00             | 169,157  | 2.00             | 171,157  | 2.00             | 176,292  |

**DEPARTMENT STAFF SUMMARY**  
**PUBLIC WORKS - DIVISION OF WATER AND SEWER**

| POSITION TITLE                                   | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                                  | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Plant Operator (Water/Wastewater)                | 15.00            | 671,025          | 19.00            | 826,071          | 20.00            | 872,172          |
| Plant Operator Trainee I (Water/Wastewater)      | 2.00             | 55,000           | 2.00             | 56,000           | 3.00             | 86,005           |
| Plant Operator Trainee II (Water/Wastewater)     | 13.00            | 432,948          | 8.00             | 273,123          | 6.00             | 208,678          |
| Plant Superintendent Water & Sewer               | 3.00             | 264,474          | 3.00             | 266,475          | 3.00             | 274,471          |
| Pretreatment Inspector                           | 1.00             | 45,656           | 1.00             | 46,656           | 1.00             | 48,056           |
| Process Engineer                                 | 2.00             | 147,614          | 1.00             | 90,614           | 1.00             | 93,332           |
| Senior Electrician Water & Sewer                 | 1.00             | 60,668           | 1.00             | 61,668           | 1.00             | 63,518           |
| Senior Instrumentation Technician                | 1.00             | 64,371           | 1.00             | 65,370           | 1.00             | 67,333           |
| Senior Laboratory Technician                     | 2.00             | 96,696           | 2.00             | 98,696           | 2.00             | 98,674           |
| Senior Plant Operator                            | 3.00             | 196,419          | 3.00             | 199,419          | 3.00             | 205,401          |
| Senior Water/Wastewater Facility Mechanic        | 4.00             | 243,529          | 4.00             | 246,529          | 4.00             | 253,923          |
| Shift Supervisor/Plant Operations                | 6.00             | 412,404          | 7.00             | 480,351          | 7.00             | 494,762          |
| Superintendent of Laboratories                   | 1.00             | 68,025           | 1.00             | 69,026           | 1.00             | 71,096           |
| Superintendent of Water & Sewer Facilities       | 2.00             | 172,498          | 2.00             | 130,000          | 1.00             | 80,516           |
| Water & Sewer Facilities Maintenance Specialist  | 1.00             | 69,206           | 1.00             | 70,206           | 1.00             | 72,312           |
| Water & Sewer Permits Technician                 | 1.00             | 43,796           | 0.00             | 0                | 0.00             | 0                |
| Water & Sewer Utility Crew Chief                 | 6.00             | 319,083          | 6.00             | 313,454          | 6.00             | 320,019          |
| Water & Sewer Utility Technician I               | 1.00             | 56,048           | 2.00             | 134,238          | 2.00             | 138,266          |
| Water & Sewer Utility Technician III             | 3.00             | 204,199          | 2.00             | 141,617          | 2.00             | 145,582          |
| Water & Sewer Utility Worker I                   | 6.00             | 186,553          | 7.00             | 201,395          | 10.00            | 270,890          |
| Water & Sewer Utility Worker II                  | 8.00             | 228,711          | 7.00             | 205,071          | 2.00             | 57,680           |
| Water & Sewer Utility Worker III (Certified)     | 6.00             | 228,949          | 6.00             | 232,948          | 5.00             | 195,692          |
| Water & Sewer Utility Worker III (Non-Certified) | 3.00             | 104,135          | 3.00             | 105,253          | 6.00             | 206,800          |
| Water & Sewer Utility Worker IV                  | 4.00             | 161,363          | 4.00             | 164,263          | 4.00             | 169,190          |
| Water/Wastewater Facility Mechanic               | 10.00            | 467,439          | 12.00            | 516,958          | 12.00            | 573,865          |
| Water/Wastewater Facility Mechanic Trainee       | 3.00             | 99,300           | 1.00             | 34,100           | 1.00             | 35,123           |
| Water Meter Mechanic I                           | 1.00             | 27,500           | 2.00             | 81,669           | 2.00             | 84,119           |
| Water Meter Mechanic II                          | 7.00             | 284,615          | 6.00             | 237,704          | 6.00             | 263,875          |
| Water Meter Technician I                         | 2.00             | 112,096          | 2.00             | 113,605          | 1.00             | 39,449           |
| Water Meter Technician II                        | 1.00             | 60,127           | 1.00             | 61,127           | 2.00             | 124,658          |
| <b>FULL-TIME SALARIES</b>                        | <b>172.00</b>    | <b>9,207,126</b> | <b>170.00</b>    | <b>9,133,073</b> | <b>170.00</b>    | <b>9,445,221</b> |

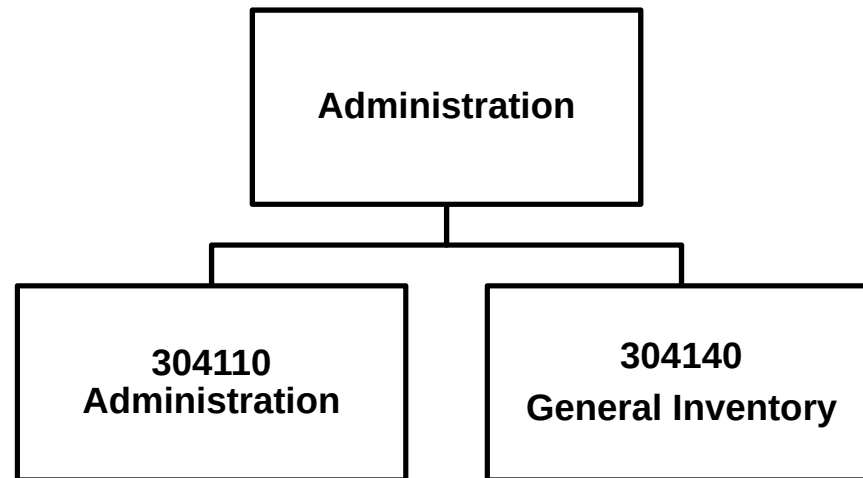
**DEPARTMENT STAFF SUMMARY**  
**PUBLIC WORKS - DIVISION OF WATER AND SEWER**

| POSITION TITLE                       | ENACTED<br>FY 15 |                     | ENACTED<br>FY 16 |                   | ENACTED<br>FY 17 |                   |
|--------------------------------------|------------------|---------------------|------------------|-------------------|------------------|-------------------|
|                                      | POSITIONS        | SALARIES            | POSITIONS        | SALARIES          | POSITIONS        | SALARIES          |
| <b>TOTAL FULL-TIME SALARIES</b>      | 172.00           | 9,207,126           | 170.00           | 9,133,073         | 170.00           | 9,445,221         |
| <b>TEMPORARY SALARIES</b>            |                  | 105,410             |                  | 75,000            |                  | 117,266           |
| <b>SALARY TOTAL</b>                  | <b>172.00</b>    | <b>9,312,536</b>    | <b>170.00</b>    | <b>9,208,073</b>  | <b>170.00</b>    | <b>9,562,487</b>  |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                     |                  |                   |                  |                   |
| Pension & Retirement                 |                  | 931,146             |                  | 920,807           |                  | 952,648           |
| Workers' Compensation                |                  | 261,566             |                  | 212,950           |                  | 429,849           |
| Health Benefits                      |                  | 2,410,663           |                  | 2,623,392         |                  | 2,658,671         |
| PEHP                                 |                  | 208,348             |                  | 237,300           |                  | 187,394           |
| Overtime & Shift Differential        |                  | 894,700             |                  | 952,655           |                  | 974,955           |
| FICA                                 |                  | 779,989             |                  | 776,743           |                  | 805,308           |
| Miscellaneous                        |                  | 24,220              |                  | 24,080            |                  | 23,940            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>5,510,632</b>    |                  | <b>5,747,927</b>  |                  | <b>6,032,765</b>  |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>172.00</b>    | <b>14,823,168 *</b> | <b>170.00</b>    | <b>14,956,000</b> | <b>170.00</b>    | <b>15,595,252</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts



# DEPARTMENT OF PUBLIC WORKS WATER AND SEWER DIVISION



**PUBLIC WORKS - DIVISION OF WATER & SEWER**  
**Bureau of Water & Sewer Administration**  
**Index #304110, 304140**

**ORIGIN/PURPOSE:**

The Bureau of Water & Sewer Administration is responsible for the overall direction and administration of all water and sewer activities including grant programs, Public Works Utility Agreements, Assessments, Intragovernmental Water & Sewer Agreements, Building Permits, Master Plan Revisions, Capital Projects, Petitions, Commercial Applications, Budget and Personnel Management and Bureau Rules and Regulations.

**FY 17 GOAL:**

TO PROTECT PUBLIC HEALTH AND THE ENVIRONMENT THROUGH RESPONSIBLE SYSTEM MANAGEMENT, MAINTENANCE AND OPERATION

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 852,742                  | 855,256                  | 953,303                              | 873,746                                 | 873,746                  |
| 20 CONTRACTUAL SERVICES             | 116,389                  | 66,699                   | 70,650                               | 78,650                                  | 78,650                   |
| 30 SUPPLIES AND MATERIALS           | 3,238                    | 4,944                    | 55,900                               | 55,250                                  | 55,250                   |
| 40 BUSINESS AND TRAVEL              | 19,131                   | 20,960                   | 20,200                               | 21,600                                  | 21,600                   |
| 50 CAPITAL OUTLAY                   | 12,241                   | 0                        | 0                                    | 3,000                                   | 3,000                    |
| 70 MISCELLANEOUS                    | 2,268,666                | 2,200,120                | 2,428,471                            | 2,533,800                               | 2,533,800                |
| <b>GRAND TOTAL</b>                  | <b>3,272,407</b>         | <b>3,147,979</b>         | <b>3,528,524</b>                     | <b>3,566,046</b>                        | <b>3,566,046</b>         |

**FUNDING SOURCE:**

|                            |                  |                  |                  |                  |                  |
|----------------------------|------------------|------------------|------------------|------------------|------------------|
| 51 WATER & SEWER OPERATING | <b>3,272,407</b> | <b>3,147,979</b> | <b>3,528,524</b> | <b>3,566,046</b> | <b>3,566,046</b> |
|----------------------------|------------------|------------------|------------------|------------------|------------------|

**SUMMARY BY DIVISION:**

|        |                                           |                  |                  |                  |                  |                  |
|--------|-------------------------------------------|------------------|------------------|------------------|------------------|------------------|
| 304110 | BUREAU OF WATER & SEWER<br>ADMINISTRATION | 3,272,407        | 3,147,979        | 3,478,524        | 3,516,046        | 3,516,046        |
| 304140 | GENERAL INVENTORY                         | 0                | 0                | 50,000           | 50,000           | 50,000           |
|        |                                           | <b>3,272,407</b> | <b>3,147,979</b> | <b>3,528,524</b> | <b>3,566,046</b> | <b>3,566,046</b> |

**PUBLIC WORKS - DIVISION OF WATER & SEWER**  
**Bureau of Water & Sewer Administration**  
**Index #304110, 304140**

**FINANCIAL NOTES:**

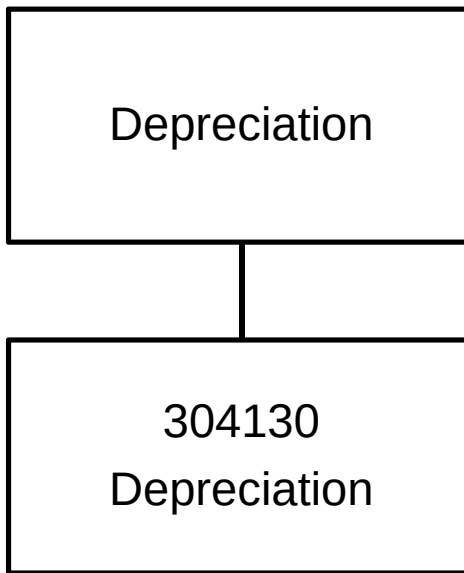
| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                       |
|--------------|--------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 953,303      | 873,746      | (79,557)      | <u>PERSONAL SERVICES</u> decrease (\$79,557)<br>Decrease is the net result of position transfers between divisions, turnover, health benefits and PEHP (Post Employment Health Plan) offset by the FY 17 Merit salary increase of 3% and adjustments to workers' compensation |
| 70,650       | 78,650       | 8,000         | <u>CONTRACTUAL SERVICES</u> increase \$8,000<br>Increase is the net result of building/custodial services offset by reduction in electricity costs based on actual expense history                                                                                            |
| 2,000        | 1,400        | (600)         | <u>SUPPLIES AND MATERIALS</u> decrease (\$600)<br>Decrease is the net result of general office supplies based on actual expense history                                                                                                                                       |
| 20,200       | 21,600       | 1,400         | <u>BUSINESS AND TRAVEL</u> increase \$1,400<br>Increase is the net result of membership fees and training based on actual expense history                                                                                                                                     |
| 0            | 3,000        | 3,000         | <u>CAPITAL OUTLAY</u> increase \$3,000<br>Increase is the net result of audio visual supplies for one time purchase in FY 17                                                                                                                                                  |
| 2,428,471    | 2,533,800    | 105,329       | <u>MISCELLANEOUS</u> increase \$105,329<br>Increase is the net result of Pro Rata Shares for General Fund administration                                                                                                                                                      |

**DIVISION STAFF SUMMARY**  
**Bureau of Water & Sewer Administration**  
**Index #304110**

| POSITION TITLE                        | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|---------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                       | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Accountant III                        | 1.00             | 105,939          | 1.00             | 106,939        | 1.00             | 110,147        |
| Administrative Assistant I            | 1.00             | 33,100           | 2.00             | 93,827         | 1.00             | 51,979         |
| Administrative Assistant II           | 1.00             | 38,875           | 1.00             | 39,875         | 0.00             | 0              |
| Chief, Water & Sewer (Administration) | 1.00             | 120,025          | 1.00             | 121,025        | 0.50             | 36,771         |
| Database Administrator                | 1.00             | 52,800           | 0.00             | 0              | 0.00             | 0              |
| Deputy Director of Public Works       | 1.00             | 124,862          | 1.00             | 124,862        | 1.00             | 125,862        |
| Engineering Associate II              | 1.00             | 0                | 0.00             | 0              | 1.00             | 62,549         |
| Management Assistant II               | 1.00             | 64,000           | 1.00             | 65,000         | 1.00             | 66,950         |
| Permits Clerk                         | 0.00             | 0                | 1.00             | 32,000         | 1.00             | 33,990         |
| Permits Review Supervisor             | 1.00             | 76,216           | 1.00             | 77,216         | 1.00             | 79,532         |
| Permits Technician                    | 0.00             | 0                | 0.00             | 0              | 1.00             | 36,359         |
| Water & Sewer Permits Technician      | 1.00             | 43,796           | 0.00             | 0              | 0.00             | 0              |
| <b>SALARY TOTAL</b>                   | <b>10.00</b>     | <b>659,613</b>   | <b>9.00</b>      | <b>660,744</b> | <b>8.50</b>      | <b>604,139</b> |
| <b>OTHER PERSONAL SERVICES</b>        |                  |                  |                  |                |                  |                |
| Pension & Retirement                  |                  | 65,961           |                  | 66,074         |                  | 60,414         |
| Workers' Compensation                 |                  | 10,603           |                  | 2,116          |                  | 3,278          |
| Health Benefits                       |                  | 133,958          |                  | 157,400        |                  | 149,316        |
| PEHP                                  |                  | 8,864            |                  | 13,560         |                  | 7,496          |
| Overtime & Shift Differential         |                  | 2,000            |                  | 2,000          |                  | 2,000          |
| FICA                                  |                  | 49,938           |                  | 50,149         |                  | 45,913         |
| Miscellaneous                         |                  | 1,260            |                  | 1,260          |                  | 1,190          |
| <b>TOTAL OTHER PERSONAL SERVICES</b>  |                  | <b>272,584</b>   |                  | <b>292,559</b> |                  | <b>269,607</b> |
| <b>TOTAL PERSONAL SERVICES</b>        | <b>10.00</b>     | <b>932,197 *</b> | <b>9.00</b>      | <b>953,303</b> | <b>8.50</b>      | <b>873,746</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

# DEPARTMENT OF PUBLIC WORKS WATER AND SEWER DIVISION



**PUBLIC WORKS - DIVISION OF WATER AND SEWER**

**Depreciation**

**Index #304130**

**ORIGIN/PURPOSE:**

Total Depreciation Expense for FY 15 was \$11,358,094. Water and Sewer booked assets are funded by contributed capital. The value of the booked assets are reduced each year by depreciation expense. It is estimated that the expense for FY 17 will be \$12,800,000. This total expense is reduced by the Depreciation Expense from Contributed Capital.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 70 MISCELLANEOUS                    | <u>10,857,260</u>        | <u>11,358,094</u>        | <u>12,413,356</u>                    | <u>12,800,000</u>                       | <u>12,800,000</u>        |
| <b>GRAND TOTAL</b>                  | <b><u>10,857,260</u></b> | <b><u>11,358,094</u></b> | <b><u>12,413,356</u></b>             | <b><u>12,800,000</u></b>                | <b><u>12,800,000</u></b> |

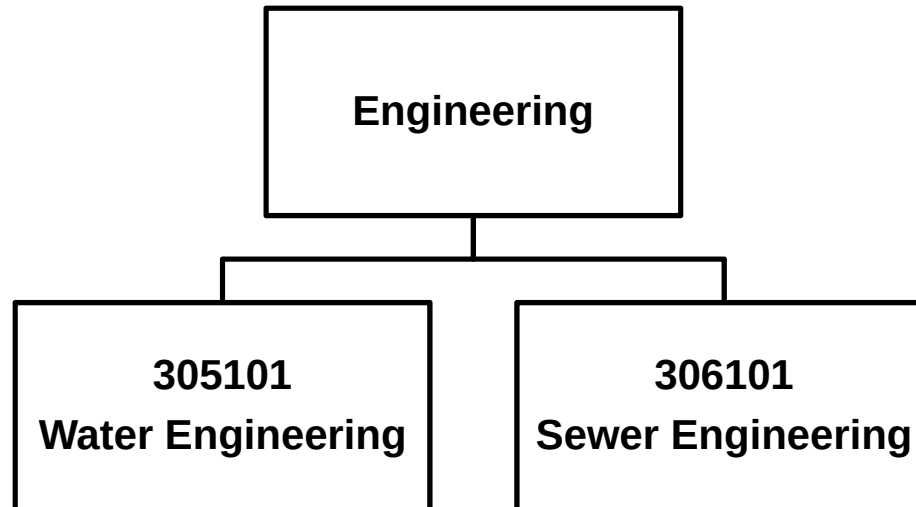
**FUNDING SOURCE:**

|                            |                   |                   |                   |                   |                   |
|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 51 WATER & SEWER OPERATING | <u>10,857,260</u> | <u>11,358,094</u> | <u>12,413,356</u> | <u>12,800,000</u> | <u>12,800,000</u> |
|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|

**SUMMARY BY DIVISION:**

|        |                    |                          |                          |                          |                          |                          |
|--------|--------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 304130 | DEPRECIATION       | <u>10,857,260</u>        | <u>11,358,094</u>        | <u>12,413,356</u>        | <u>12,800,000</u>        | <u>12,800,000</u>        |
|        | <b>GRAND TOTAL</b> | <b><u>10,857,260</u></b> | <b><u>11,358,094</u></b> | <b><u>12,413,356</u></b> | <b><u>12,800,000</u></b> | <b><u>12,800,000</u></b> |

# **DEPARTMENT OF PUBLIC WORKS WATER AND SEWER DIVISION**



**PUBLIC WORKS - DIVISION OF WATER AND SEWER**  
**Bureau of Water & Sewer Engineering**  
**Index #305101, 306101**

**ORIGIN/PURPOSE:**

The responsibilities of the Bureau of Water & Sewer Engineering include handling contract administration; Adequate Public Facilities requirements; existing utility line locations; quality control on construction of water and sewer capital projects and private developer projects; assisting in house utility assessments; planning for future growth and improvements to existing infrastructure. Responsibilities also include technical review of all developer projects to assure compliance with Harford County's Standard Specifications and Design Guidelines.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 1,115,525                | 1,162,302                | 1,293,666                            | 1,413,352                               | 1,413,352                |
| 20 CONTRACTUAL SERVICES             | 18,311                   | 39,422                   | 54,685                               | 64,000                                  | 64,000                   |
| 30 SUPPLIES AND MATERIALS           | 1,325                    | 3,235                    | 4,850                                | 4,350                                   | 4,350                    |
| 40 BUSINESS AND TRAVEL              | 2,670                    | 2,762                    | 4,575                                | 6,075                                   | 6,075                    |
| <b>GRAND TOTAL</b>                  | <b>1,137,831</b>         | <b>1,207,721</b>         | <b>1,357,776</b>                     | <b>1,487,777</b>                        | <b>1,487,777</b>         |

**FUNDING SOURCE:**

|                            |                  |                  |                  |                  |                  |
|----------------------------|------------------|------------------|------------------|------------------|------------------|
| 51 WATER & SEWER OPERATING | <b>1,137,831</b> | <b>1,207,721</b> | <b>1,357,776</b> | <b>1,487,777</b> | <b>1,487,777</b> |
|----------------------------|------------------|------------------|------------------|------------------|------------------|

**SUMMARY BY DIVISION:**

|                    |                   |                  |                  |                  |                  |                  |
|--------------------|-------------------|------------------|------------------|------------------|------------------|------------------|
| 305101             | WATER ENGINEERING | 565,169          | 600,427          | 675,433          | 736,724          | 736,724          |
| 306101             | SEWER ENGINEERING | 572,662          | 607,294          | 682,343          | 751,053          | 751,053          |
| <b>GRAND TOTAL</b> |                   | <b>1,137,831</b> | <b>1,207,721</b> | <b>1,357,776</b> | <b>1,487,777</b> | <b>1,487,777</b> |



|                                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>PUBLIC WORKS - DIVISION OF WATER AND SEWER</b><br/> <b>Bureau of Water &amp; Sewer Engineering</b><br/> <b>Index #305101, 306101</b></p> |
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**FINANCIAL NOTES:**

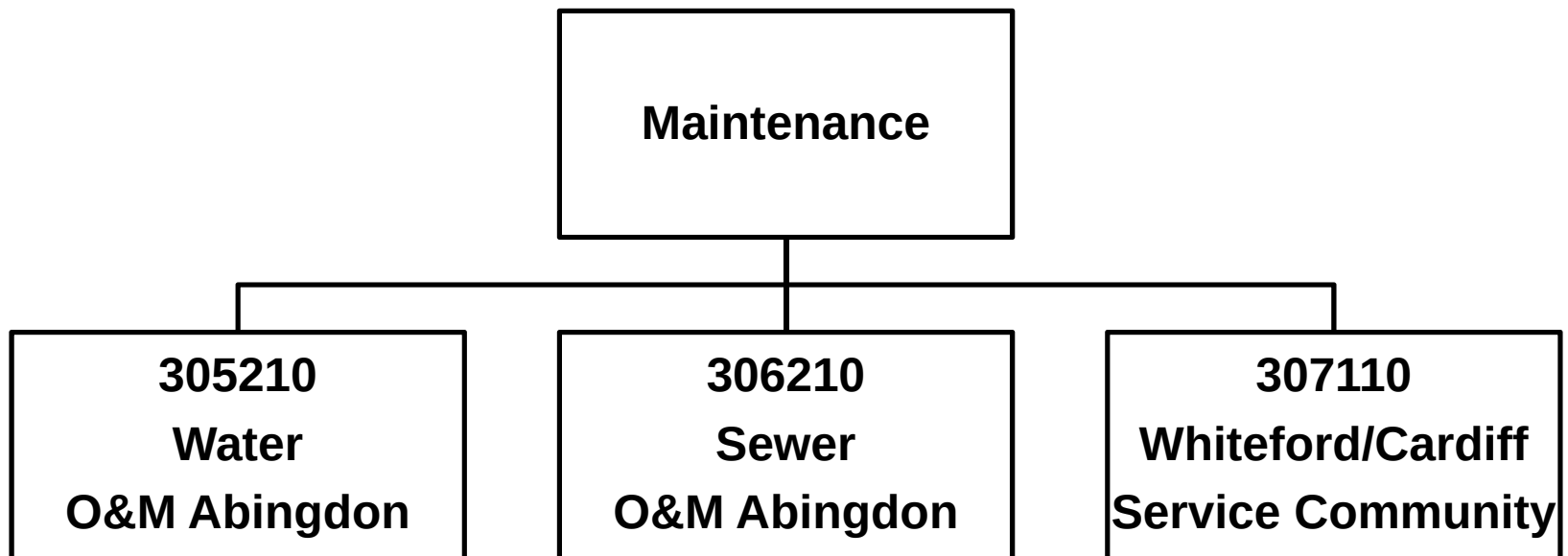
| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                                                        |
|--------------|--------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1,293,666    | 1,413,352    | 119,686       | <p><u>PERSONAL SERVICES</u> increase \$119,686</p> <p>Increase is the net result of one (1) Chief position split between divisions with 50% now allocated in this division, the FY 17 Merit salary increase of 3%, workers' compensation, pension and FICA offset by adjustments to health benefits and PEHP (Post Employment Health Plan)</p> |
| 54,685       | 64,000       | 9,315         | <p><u>CONTRACTUAL SERVICES</u> increase \$9,315</p> <p>Increase is the net result of office equipment, electricity and building/custodial services based on actual expense history</p>                                                                                                                                                         |
| 4,575        | 6,075        | 1,500         | <p><u>BUSINESS AND TRAVEL</u> increase \$1,500</p> <p>Increase is the net result of mileage and professional books &amp; periodicals based on actual expense history</p>                                                                                                                                                                       |

**DIVISION STAFF SUMMARY**  
**Bureau of Water & Sewer Engineering**  
**Index #305101, 306101**

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Chief, Water & Sewer                 | 1.00             | 71,400             | 0.00             | 0                | 1.50             | 150,070          |
| Civil Engineer I                     | 1.00             | 45,656             | 1.00             | 51,800           | 1.00             | 45,218           |
| Civil Engineer II                    | 2.00             | 117,867            | 2.00             | 118,867          | 1.00             | 56,650           |
| Civil Engineer III                   | 4.00             | 360,264            | 3.00             | 305,564          | 3.00             | 314,730          |
| Civil Engineer IV                    | 1.00             | 114,629            | 2.00             | 221,629          | 2.00             | 228,278          |
| Drafting Technician II               | 1.00             | 58,358             | 1.00             | 59,358           | 1.00             | 61,138           |
| Engineering Associate IV             | 1.00             | 56,621             | 1.00             | 57,621           | 1.00             | 59,350           |
| GIS Coordinator                      | 1.00             | 76,541             | 1.00             | 77,541           | 1.00             | 79,868           |
| <b>FULL-TIME SALARIES</b>            | <b>12.00</b>     | <b>901,336</b>     | <b>11.00</b>     | <b>892,380</b>   | <b>11.50</b>     | <b>995,302</b>   |
| <b>TEMPORARY SALARIES</b>            |                  | 0                  |                  | 34,100           |                  | 39,140           |
| <b>SALARY TOTAL</b>                  | <b>12.00</b>     | <b>901,336</b>     | <b>11.00</b>     | <b>926,480</b>   | <b>11.50</b>     | <b>1,034,442</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                 |                  | 90,134             |                  | 92,648           |                  | 103,444          |
| Workers' Compensation                |                  | 5,926              |                  | 998              |                  | 4,864            |
| Health Benefits                      |                  | 190,932            |                  | 182,474          |                  | 181,106          |
| PEHP                                 |                  | 0                  |                  | 18,080           |                  | 7,496            |
| Overtime & Shift Differential        |                  | 400                |                  | 400              |                  | 1,200            |
| FICA                                 |                  | 68,982             |                  | 70,906           |                  | 79,190           |
| Miscellaneous                        |                  | 1,680              |                  | 1,680            |                  | 1,610            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>358,054</b>     |                  | <b>367,186</b>   |                  | <b>378,910</b>   |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>12.00</b>     | <b>1,259,390 *</b> | <b>11.00</b>     | <b>1,293,666</b> | <b>11.50</b>     | <b>1,413,352</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

# **DEPARTMENT OF PUBLIC WORKS WATER AND SEWER DIVISION**



**PUBLIC WORKS - DIVISION OF WATER AND SEWER**  
**Bureau of Water & Sewer Maintenance**  
**Index #305210, 306210, 307110**

**ORIGIN/PURPOSE:**

The Bureau of Water and Sewer Maintenance is responsible for operating and maintaining the water distribution system and sewer collection system on a 24-hour, 7 day a week basis. They provide extensive customer service through the Water Meter Section, Maintenance Section and the Customer Relations Section by responding to customer service requests or problems within 20 minutes for both normal and emergency services. Customer Service is also provided by the continuous implementation of the "Preventative Maintenance Plan." The Maintenance Section is also responsible for marking the location of underground Water & Sewer utilities.

The Bureau of Water and Sewer Maintenance consolidated their expenditure accounts in the FY 15 budget. Indexes 305260 and 306260 have been eliminated and their funding has been reallocated into Indexes 305120 and 306210 for better accountability.

**FY 17 GOAL:**

TO PROVIDE RESPONSIVE, TIMELY, ECONOMICAL AND FRIENDLY SERVICE TO OUR CUSTOMERS

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 4,481,551                | 4,687,996                | 4,670,489                            | 4,893,366                               | 4,893,366                |
| 20 CONTRACTUAL SERVICES             | 782,553                  | 918,800                  | 897,800                              | 998,610                                 | 998,610                  |
| 30 SUPPLIES AND MATERIALS           | 905,854                  | 957,875                  | 948,719                              | 954,725                                 | 954,725                  |
| 40 BUSINESS AND TRAVEL              | 345,326                  | 375,000                  | 373,500                              | 386,100                                 | 386,100                  |
| 50 CAPITAL OUTLAY                   | 51,871                   | 72,400                   | 51,900                               | 121,400                                 | 121,400                  |
| 70 MISCELLANEOUS                    | 40,000                   | 76,000                   | 76,000                               | 76,000                                  | 76,000                   |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 20,028                   | 0                        | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>6,627,183</b>         | <b>7,088,071</b>         | <b>7,018,408</b>                     | <b>7,430,201</b>                        | <b>7,430,201</b>         |

**FUNDING SOURCE:**

|                            |                  |                  |                  |                  |                  |
|----------------------------|------------------|------------------|------------------|------------------|------------------|
| 51 WATER & SEWER OPERATING | <b>6,627,183</b> | <b>7,088,071</b> | <b>7,018,408</b> | <b>7,430,201</b> | <b>7,430,201</b> |
|----------------------------|------------------|------------------|------------------|------------------|------------------|

**PUBLIC WORKS - DIVISION OF WATER AND SEWER**  
**Bureau of Water & Sewer Maintenance**  
**Index #305210, 306210, 307110**

**ALL FUND SUMMARY:**

|                                    |                                              | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|------------------------------------|----------------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY DIVISION:</u></b> |                                              |                          |                          |                                      |                                         |                          |
| 305210                             | WATER O & M ABINGDON                         | 4,014,879                | 3,953,067                | 4,291,425                            | 4,532,844                               | 4,532,844                |
| 305260                             | WATER O & M JOPPATOWNE                       | 39,553                   | 0                        | 0                                    | 0                                       | 0                        |
| 306210                             | SEWER O & M ABINGDON                         | 2,448,584                | 2,198,027                | 2,646,283                            | 2,816,657                               | 2,816,657                |
| 306260                             | SEWER O & M JOPPATOWNE                       | 62,817                   | 0                        | 0                                    | 0                                       | 0                        |
| 307110                             | SEWER WHITEFORD/CARDIFF<br>SERVICE COMMUNITY | 61,350                   | 72,795                   | 80,700                               | 80,700                                  | 80,700                   |
| <b>GRAND TOTAL</b>                 |                                              | <b><u>6,627,183</u></b>  | <b><u>6,223,889</u></b>  | <b><u>7,018,408</u></b>              | <b><u>7,430,201</u></b>                 | <b><u>7,430,201</u></b>  |

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                                                 |
|--------------|--------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 4,670,489    | 4,893,366    | 222,877       | <u>PERSONAL SERVICES</u> increase \$222,877<br>Increase is the net result the FY 17 Merit salary increase of 3%, salary adjustments, pension, workers' compensation and health benefits offset by transfer of positions between divisions and PEHP (Post Employment Health Plan)                                                        |
| 897,800      | 998,610      | 100,810       | <u>CONTRACTUAL SERVICES</u> increase \$100,810<br>Increase is the net result of electricity, heating fuel (gas), telephone, answering service, uniform rental, sewer line rehab/repair, other professional services, yearly maintenance contracts for software and MD American fire hydrant charges all based on actual expense history |
| 948,719      | 954,725      | 6,006         | <u>SUPPLIES AND MATERIALS</u> increase \$6,006<br>Increase is the net result of meals special purpose, uniform purchase, small tools, safety equipment, pipes and fittings offset by commercial printing, delivery charges, motor & cement, oil lubricants, bricks and blocks all based on actual expense history                       |

**PUBLIC WORKS - DIVISION OF WATER AND SEWER**  
**Bureau of Water & Sewer Maintenance**  
**Index #305210, 306210, 307110**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                      |
|--------------|--------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 373,500      | 386,100      | 12,600        | <u>BUSINESS AND TRAVEL</u> increase \$12,600<br>Increase is the net result of fuel charges, in-house training seminars and courses and meetings based on actual expense history                                              |
| 51,900       | 121,400      | 69,500        | <u>EQUIPMENT</u> increase \$69,500<br>Equipment purchases planned for FY 17 include replacement of hex-a-gram and meters, saws, generators, pumps, hydraulic power tools, testing gauges as well as 2 tow behind compressors |
| 76,000       | 76,000       | 0             | <u>MISCELLANEOUS</u> no change in funding<br>Funds appropriated for payments to other government agencies for services mainly to Delta Borough for treatment of waste, as required by the inter-state agreemen               |

**DIVISION STAFF SUMMARY**  
**Bureau of Water & Sewer Maintenance**  
**Index #305210, 306210**

| POSITION TITLE                                   | ENACTED<br>FY 15    |                         | ENACTED<br>FY 16    |                         | ENACTED<br>FY 17    |                         |
|--------------------------------------------------|---------------------|-------------------------|---------------------|-------------------------|---------------------|-------------------------|
|                                                  | POSITIONS           | SALARIES                | POSITIONS           | SALARIES                | POSITIONS           | SALARIES                |
| Administrative Assistant I                       | 2.00                | 80,469                  | 1.00                | 42,712                  | 1.00                | 43,994                  |
| Administrative Assistant II                      | 2.00                | 106,387                 | 3.00                | 131,954                 | 3.00                | 132,056                 |
| Administrative Specialist II                     | 1.00                | 82,550                  | 1.00                | 83,550                  | 1.00                | 63,542                  |
| Assistant Superintendent                         | 3.00                | 214,449                 | 3.00                | 183,379                 | 3.00                | 198,681                 |
| Chief, Water & Sewer                             | 1.00                | 98,834                  | 1.00                | 99,834                  | 1.00                | 102,830                 |
| Civil Engineer IV                                | 0.00                | 0                       | 0.00                | 0                       | 1.00                | 123,532                 |
| Equipment Repair Specialist                      | 1.00                | 38,792                  | 1.00                | 39,792                  | 1.00                | 40,986                  |
| Superintendent of Water & Sewer Facilities       | 2.00                | 172,498                 | 2.00                | 130,000                 | 1.00                | 80,516                  |
| Water & Sewer Facilities Maintenance Specialist  | 1.00                | 69,206                  | 1.00                | 70,206                  | 1.00                | 72,312                  |
| Water & Sewer Utility Crew Chief                 | 6.00                | 319,083                 | 6.00                | 313,455                 | 6.00                | 320,019                 |
| Water & Sewer Utility Technician I               | 1.00                | 56,048                  | 2.00                | 134,238                 | 2.00                | 138,266                 |
| Water & Sewer Utility Technician III             | 3.00                | 204,199                 | 2.00                | 141,617                 | 2.00                | 145,582                 |
| Water & Sewer Utility Worker I                   | 6.00                | 186,553                 | 7.00                | 201,395                 | 10.00               | 270,890                 |
| Water & Sewer Utility Worker II                  | 8.00                | 228,711                 | 7.00                | 205,071                 | 2.00                | 57,680                  |
| Water & Sewer Utility Worker III (Certified)     | 6.00                | 228,949                 | 6.00                | 232,948                 | 5.00                | 195,692                 |
| Water & Sewer Utility Worker III (Non Certified) | 1.00                | 32,082                  | 1.00                | 31,200                  | 4.00                | 130,526                 |
| Water & Sewer Utility Worker IV                  | 4.00                | 161,363                 | 4.00                | 164,263                 | 4.00                | 169,190                 |
| Water Meter Mechanic I                           | 1.00                | 27,500                  | 2.00                | 81,669                  | 2.00                | 84,119                  |
| Water Meter Mechanic II                          | 7.00                | 284,615                 | 6.00                | 237,704                 | 6.00                | 263,875                 |
| Water Meter Technician I                         | 2.00                | 112,096                 | 2.00                | 113,605                 | 1.00                | 39,449                  |
| Water Meter Technician II                        | 1.00                | 60,127                  | 1.00                | 61,127                  | 2.00                | 124,658                 |
| <b>FULL-TIME SALARIES</b>                        | <u>59.00</u>        | <u>2,764,511</u>        | <u>59.00</u>        | <u>2,699,719</u>        | <u>59.00</u>        | <u>2,798,395</u>        |
| <b>TEMPORARY SALARIES</b>                        | <u>          </u>   | <u>39,900</u>           | <u>          </u>   | <u>40,900</u>           | <u>          </u>   | <u>42,126</u>           |
| <b>SALARY TOTAL</b>                              | <u><b>59.00</b></u> | <u><b>2,804,411</b></u> | <u><b>59.00</b></u> | <u><b>2,740,619</b></u> | <u><b>59.00</b></u> | <u><b>2,840,521</b></u> |

**DIVISION STAFF SUMMARY**  
**Bureau of Water & Sewer Maintenance**  
**Index #305210, 306210**

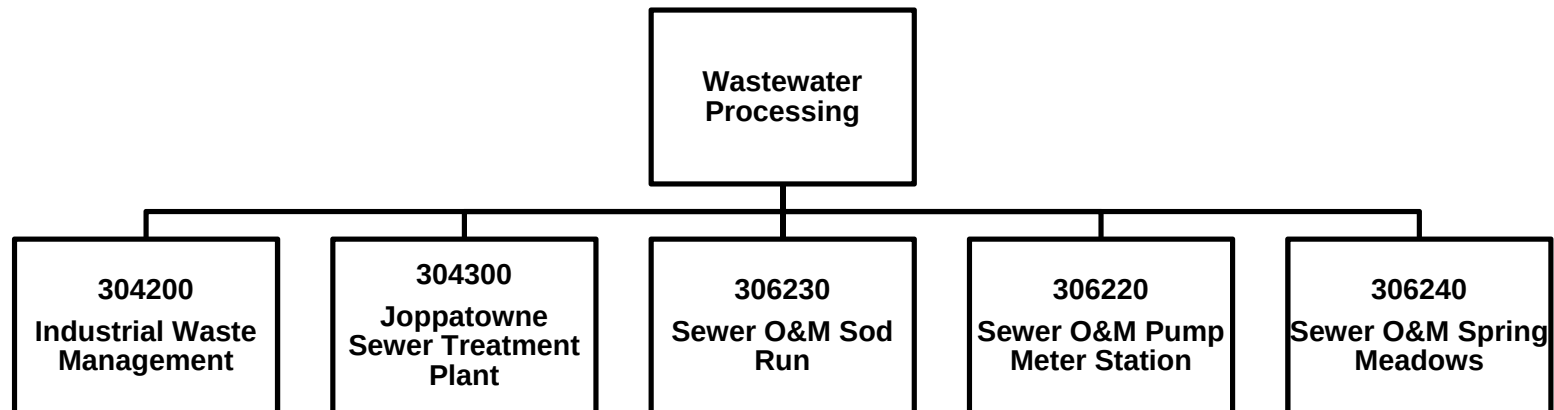
| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                 |                  | 280,334            |                  | 274,062          |                  | 284,051          |
| Workers' Compensation                |                  | 88,086             |                  | 70,347           |                  | 140,625          |
| Health Benefits                      |                  | 875,632            |                  | 931,061          |                  | 981,051          |
| PEHP                                 |                  | 70,932             |                  | 74,580           |                  | 59,968           |
| Overtime & Shift Differential        |                  | 321,100            |                  | 336,055          |                  | 336,055          |
| FICA                                 |                  | 239,101            |                  | 235,365          |                  | 242,695          |
| Miscellaneous                        |                  | 8,400              |                  | 8,400            |                  | 8,400            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>1,883,585</b>   |                  | <b>1,929,870</b> |                  | <b>2,052,845</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>59.00</b>     | <b>4,687,996 *</b> | <b>59.00</b>     | <b>4,670,489</b> | <b>59.00</b>     | <b>4,893,366</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts



# DEPARTMENT OF PUBLIC WORKS

## WATER AND SEWER DIVISION



**PUBLIC WORKS - DIVISION OF WATER AND SEWER**  
**Bureau of Water & Sewer Operations - Wastewater Processing**  
**Index #304200, 304300, 306220, 306230, 306240**

**ORIGIN/PURPOSE:**

The Wastewater Processing section of the Bureau of Water & Sewer Operations is responsible for the treatment of industrial and domestic wastewater originating from the 43,000 plus customers of the County's sewer system as well as the wastewater from the Town of Bel Air and all the septic tank water generated in the County. We also regionally treat several water and wastewater plant sludges and residuals. Utilizing three County-owned plants, wastewater is processed to discharge a quality effluent that protects our natural waterways, assures cost effective sewer service, protecting the health and welfare of our citizens and enhances the economic development of the County. The service is also responsible for the operation of 53 wastewater pumping stations which move wastewater from the communities to the Wastewater Treatment Plants. Unique responsibilities include: operation and maintenance of approximately 300 individual home sewage collection/pumping systems collectively know as Southwest Facilities, formal tour and education agreements with the Harford County Public Schools and management of our Industrial Waste Monitoring Program to be in compliance with Federal Regulations.

**FY 17 GOAL:**

TO PROVIDE RESPONSIVE, TIMELY, ECONOMICAL AND FRIENDLY SERVICE TO OUR CUSTOMERS

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 5,117,362                | 4,997,250                | 5,223,316                            | 5,366,347                               | 5,366,347                |
| 20 CONTRACTUAL SERVICES             | 4,247,123                | 4,355,235                | 4,718,630                            | 4,893,450                               | 4,893,450                |
| 30 SUPPLIES AND MATERIALS           | 1,269,163                | 1,508,067                | 1,468,870                            | 1,813,220                               | 1,813,220                |
| 40 BUSINESS AND TRAVEL              | 254,722                  | 232,446                  | 290,710                              | 273,150                                 | 273,150                  |
| 50 CAPITAL OUTLAY                   | 714,592                  | 609,781                  | 705,500                              | 679,350                                 | 679,350                  |
| 70 MISCELLANEOUS                    | 29,141                   | 24,994                   | 39,200                               | 39,200                                  | 39,200                   |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 741                      | 17                       | 500                                  | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>11,632,844</b>        | <b>11,727,790</b>        | <b>12,446,726</b>                    | <b>13,064,717</b>                       | <b>13,064,717</b>        |

**FUNDING SOURCE:**

|                            |                   |                   |                   |                   |                   |
|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| 51 WATER & SEWER OPERATING | <b>11,632,844</b> | <b>11,727,790</b> | <b>12,446,726</b> | <b>13,064,717</b> | <b>13,064,717</b> |
|----------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|

**PUBLIC WORKS - DIVISION OF WATER AND SEWER**  
**Bureau of Water & Sewer Operations - Wastewater Processing**  
**Index #304200, 304300, 306220, 306230, 306240**

**ALL FUND SUMMARY:**

|        |                                        | AUDITED<br>FY 14  | AUDITED<br>FY 15  | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17  |
|--------|----------------------------------------|-------------------|-------------------|-----------------------------|--------------------------------|-------------------|
| 304200 | INDUSTRIAL WASTE MANAGEMENT            | 166,720           | 162,274           | 158,327                     | 166,374                        | 166,374           |
| 304300 | JOPPATOWNE SEWERAGE<br>TREATMENT PLANT | 685,982           | 621,202           | 777,771                     | 812,846                        | 812,846           |
| 306220 | SEWER O & M PUMP/METER STATIONS        | 2,602,895         | 2,765,155         | 3,030,812                   | 3,008,816                      | 3,008,816         |
| 306230 | SEWER O & M SOD RUN                    | 8,035,661         | 8,010,772         | 8,352,245                   | 8,939,415                      | 8,939,415         |
| 306240 | SEWER O & M SPRING MEADOW              | 141,586           | 168,387           | 127,571                     | 137,266                        | 137,266           |
|        |                                        | <b>11,632,844</b> | <b>11,727,790</b> | <b>12,446,726</b>           | <b>13,064,717</b>              | <b>13,064,717</b> |

**FINANCIAL NOTES:**

| FY 16     | FY 17     | CHANGE  | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                                                                                                                                                |
|-----------|-----------|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5,223,316 | 5,366,347 | 143,031 | <u>PERSONAL SERVICES</u> increase \$143,031<br>Increase is the net result of the FY 17 Merit salary increase of 3%, temporary salaries, workers' compensation and overtime offset by turnover, and adjustments to pension, health benefits, PEHP PEHP (Post Employment Health Plan) and shift differential                                                                                                      |
| 4,718,630 | 4,893,450 | 174,820 | <u>CONTRACTUAL SERVICES</u> increase \$174,820<br>Increase is the net result of heating fuel gas and oil, facility repairs & renovations, engineering services, operating equipment and building/custodial services and other for grit/grease removal and sludge fee offset by less funding required for other professional services and grounds maintenance based on actual expense history                    |
| 1,468,870 | 1,813,220 | 344,350 | <u>SUPPLIES AND MATERIALS</u> increase \$344,350<br>Increase is the net result of general office supplies, delivery charges, janitorial supplies, ice and bottled water, uniforms-purchase, small tools, medical supplies, crushed aggregate, oil & lubricants, equipment repair parts and chemicals in bulk offset slightly by less funding required for building supplies all based on actual expense history |

|                                                                                                                                                                                                              |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>PUBLIC WORKS - DIVISION OF WATER AND SEWER</b><br/> <b>Bureau of Water &amp; Sewer Operations - Wastewater Processing</b><br/> <b>Index #304200, 304300, 306220, 306230, 306240</b></p> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                                                                                          |
|--------------|--------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 290,710      | 273,150      | (17,560)      | <u>BUSINESS AND TRAVEL</u> decrease (\$17,560)<br>Decrease is the net result of vehicle maintenance, fuel and training based on actual expense history                                                                                                                                                                                                                           |
| 705,500      | 679,350      | (26,150)      | <u>EQUIPMENT</u> decrease (\$26,150)<br>Equipment purchases planned for FY 17 include plant improvements, electronic process equipment, electric heaters, gator utility vehicle, blowers, trailer, pumps, laboratory equipment, and antenna for SCADA system; continuation of our annual program to install updated automatic transfer switches, process mixers and weir covers. |

**DIVISION STAFF SUMMARY**  
**Bureau of Water & Sewer Operations - Wastewater Processing**  
**Index #304200, 304300, 306220, 306230, 306240**

| POSITION TITLE                                   | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                                  | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Administrative Assistant II                      | 2.00             | 98,749           | 2.00             | 109,616          | 2.00             | 112,905          |
| Assistant Superintendent                         | 2.90             | 243,442          | 2.90             | 246,342          | 2.90             | 253,733          |
| Central Stores Manager                           | 1.00             | 43,173           | 1.00             | 44,173           | 1.00             | 45,498           |
| Chemist                                          | 0.50             | 29,775           | 0.00             | 0                | 0.50             | 28,840           |
| Chief, Water & Sewer                             | 0.70             | 84,019           | 0.70             | 70,000           | 0.70             | 79,310           |
| Computer System Engineer III                     | 1.00             | 77,516           | 1.00             | 78,516           | 1.00             | 80,871           |
| Electrician Water & Sewer Operations             | 1.00             | 43,900           | 1.00             | 50,000           | 1.00             | 45,217           |
| Environmental Chemist                            | 0.00             | 0                | 0.50             | 28,000           | 0.00             | 0                |
| Instrumentation Technician                       | 1.60             | 88,981           | 1.60             | 90,581           | 1.60             | 93,298           |
| Laboratory Assistant                             | 0.00             | 0                | 0.90             | 34,766           | 0.00             | 0                |
| Laboratory Technician                            | 2.80             | 142,064          | 1.90             | 90,168           | 2.80             | 129,859          |
| Management Assistant I                           | 1.00             | 61,000           | 0.00             | 0                | 0.00             | 0                |
| Management Assistant II                          | 0.00             | 0                | 1.00             | 63,830           | 1.00             | 65,745           |
| Plant Operations Manager                         | 2.00             | 169,157          | 2.00             | 171,157          | 2.00             | 176,292          |
| Plant Operator (Water/Wastewater)                | 7.00             | 316,374          | 8.00             | 355,690          | 8.00             | 349,263          |
| Plant Operator Trainee I (Water/Wastewater)      | 2.00             | 55,000           | 1.00             | 27,500           | 2.00             | 56,650           |
| Plant Operator Trainee II (Water/Wastewater)     | 5.00             | 165,500          | 5.00             | 169,500          | 4.00             | 139,462          |
| Plant Superintendent Water & Sewer               | 1.85             | 171,401          | 1.85             | 173,251          | 1.85             | 178,450          |
| Pretreatment Inspector                           | 1.00             | 45,656           | 1.00             | 46,656           | 1.00             | 48,056           |
| Process Engineer                                 | 1.00             | 58,000           | 0.00             | 0                | 0.00             | 0                |
| Senior Electrician Water & Sewer                 | 0.70             | 42,468           | 0.70             | 43,167           | 0.70             | 44,463           |
| Senior Instrumentation Technician                | 0.70             | 45,059           | 0.70             | 45,759           | 0.70             | 47,133           |
| Senior Lab Technician                            | 1.00             | 47,400           | 1.00             | 48,400           | 1.00             | 49,852           |
| Senior Plant Operator                            | 2.00             | 127,499          | 2.00             | 129,499          | 2.00             | 133,383          |
| Senior Water/Wastewater Facility Mechanic        | 2.85             | 172,711          | 2.85             | 174,561          | 2.85             | 179,797          |
| Shift Supervisor/Plant Operations                | 3.00             | 209,602          | 4.00             | 274,549          | 4.00             | 282,785          |
| Superintendent of Laboratories                   | 0.90             | 61,222           | 0.90             | 62,123           | 0.90             | 63,986           |
| Water & Sewer Utility Worker III (Non Certified) | 2.00             | 72,053           | 2.00             | 74,053           | 2.00             | 76,274           |
| Water/Wastewater Facility Mechanic               | 7.85             | 352,939          | 8.85             | 395,971          | 8.85             | 406,821          |
| Water/Wastewater Facility Mechanic Trainee       | 2.00             | 66,200           | 1.00             | 34,100           | 1.00             | 35,123           |
| <b>FULL-TIME SALARIES</b>                        | <b>57.35</b>     | <b>3,090,860</b> | <b>57.35</b>     | <b>3,131,928</b> | <b>57.35</b>     | <b>3,203,066</b> |

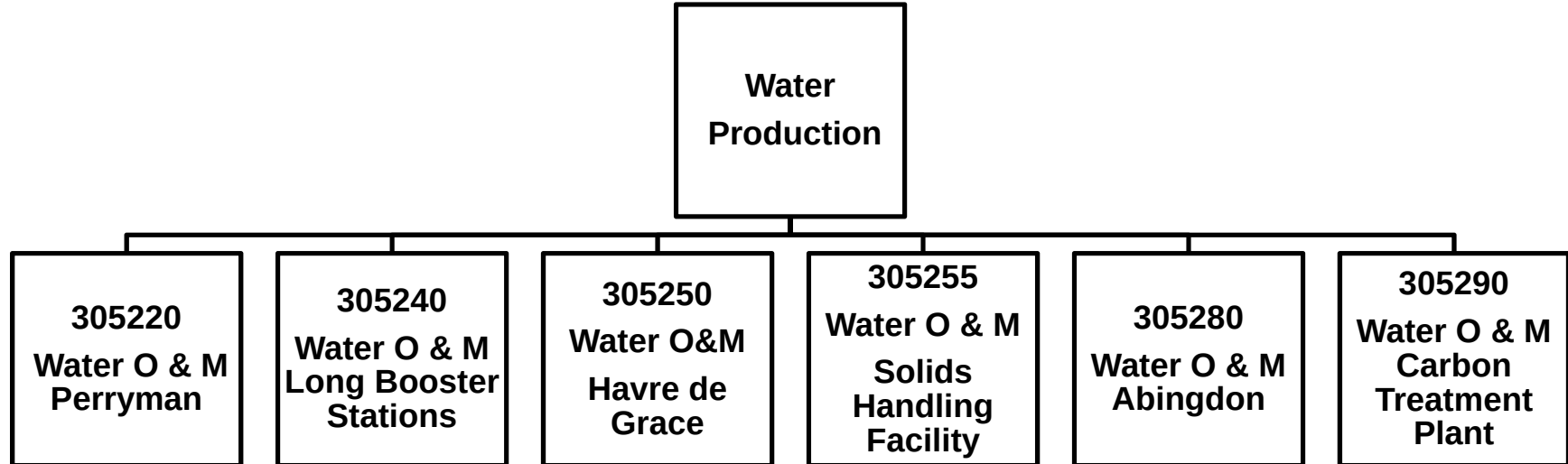
**DIVISION STAFF SUMMARY**  
**Bureau of Water & Sewer Operations - Wastewater Processing**  
**Index #304200, 304300, 306220, 306230, 306240**

| POSITION TITLE                | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|-------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                               | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| TEMPORARY SALARIES            |                  | 46,301             |                  | 0                |                  | 18,000           |
| SALARY TOTAL                  | <u>57.35</u>     | <u>3,137,161</u>   | <u>57.35</u>     | <u>3,131,928</u> | <u>57.35</u>     | <u>3,221,066</u> |
| OTHER PERSONAL SERVICES       |                  |                    |                  |                  |                  |                  |
| Pension & Retirement          |                  | 313,716            |                  | 313,193          |                  | 320,307          |
| Workers' Compensation         |                  | 100,421            |                  | 91,486           |                  | 180,258          |
| Health Benefits               |                  | 782,050            |                  | 888,408          |                  | 848,147          |
| PEHP                          |                  | 80,898             |                  | 82,942           |                  | 70,084           |
| Overtime & Shift Differential |                  | 391,500            |                  | 434,500          |                  | 438,500          |
| FICA                          |                  | 269,811            |                  | 272,830          |                  | 279,956          |
| Miscellaneous                 |                  | 8,029              |                  | 8,029            |                  | 8,029            |
| TOTAL OTHER PERSONAL SERVICES |                  | <u>1,946,425</u>   |                  | <u>2,091,388</u> |                  | <u>2,145,281</u> |
| TOTAL PERSONAL SERVICES       | <u>57.35</u>     | <u>5,083,586 *</u> | <u>57.35</u>     | <u>5,223,316</u> | <u>57.35</u>     | <u>5,366,347</u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

# DEPARTMENT OF PUBLIC WORKS

## WATER AND SEWER DIVISION



**PUBLIC WORKS - DIVISION OF WATER AND SEWER**  
**Bureau of Water & Sewer Operations - Water Production**  
**Index #305220, 305240, 305250, 305255, 305280, 305290**

**ORIGIN/PURPOSE:**

The Water Production Section of the Bureau of Water & Sewer Operations provides safe and potable water to over 43,000 customer connections (estimated over 100,000 people) on the County's water system. The section utilizes three County-owned treatment plants, 12 booster stations and 12 water towers to process and deliver water. The County also can provide water, through appropriate agreements, to the other smaller utilities as required. The County also purchases water from the City of Havre de Grace through an intergovernmental agreement. This section is able to monitor and direct water throughout the system's four pressure zones via radio telemetry. The Maryland Department of the Environment generally recognizes the Abingdon Water Plant as a model for all other systems

**FY 17 GOAL:**

TO PROVIDE CLEAN AFFORDABLE WATER TO OUR CUSTOMERS

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 2,788,273                | 2,757,770                | 2,815,226                            | 3,048,441                               | 3,048,441                |
| 20 CONTRACTUAL SERVICES             | 2,398,136                | 2,486,734                | 2,719,785                            | 2,748,760                               | 2,748,760                |
| 30 SUPPLIES AND MATERIALS           | 1,218,550                | 1,069,335                | 1,301,560                            | 1,369,110                               | 1,369,110                |
| 40 BUSINESS AND TRAVEL              | 51,520                   | 42,406                   | 58,750                               | 59,050                                  | 59,050                   |
| 50 CAPITAL OUTLAY                   | 273,882                  | 318,736                  | 429,900                              | 427,800                                 | 427,800                  |
| 70 MISCELLANEOUS                    | 0                        | 659,200                  | 620,000                              | 680,000                                 | 680,000                  |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 681,835                  | 0                        | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b><u>7,412,196</u></b>  | <b><u>7,334,181</u></b>  | <b><u>7,945,221</u></b>              | <b><u>8,333,161</u></b>                 | <b><u>8,333,161</u></b>  |

**FUNDING SOURCE:**

|                            |                         |                         |                         |                         |                         |
|----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 51 WATER & SEWER OPERATING | <b><u>7,412,196</u></b> | <b><u>7,334,181</u></b> | <b><u>7,945,221</u></b> | <b><u>8,333,161</u></b> | <b><u>8,333,161</u></b> |
|----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|



**PUBLIC WORKS - DIVISION OF WATER AND SEWER**  
**Bureau of Water & Sewer Operations - Water Production**  
**Index #305220, 305240, 305250, 305255, 305280, 305290**

| ALL FUND SUMMARY:                  |                                         | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|------------------------------------|-----------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY DIVISION:</u></b> |                                         |                  |                  |                             |                                |                  |
| 305220                             | WATER O & M PERRYMAN                    | 949,514          | 824,563          | 1,044,637                   | 1,032,546                      | 1,032,546        |
| 305240                             | WATER O & M LONG BOOSTER<br>STATIONS    | 665,353          | 749,840          | 785,128                     | 834,382                        | 834,382          |
| 305250                             | WATER O & M HAVRE DE GRACE              | 1,105,687        | 1,048,714        | 1,118,834                   | 1,126,759                      | 1,126,759        |
| 305255                             | WATER O & M SOLIDS HANDLING<br>FACILITY | 56,898           | 21,432           | 52,350                      | 52,350                         | 52,350           |
| 305280                             | WATER O & M ABINGDON                    | 4,624,295        | 4,673,994        | 4,927,872                   | 5,270,324                      | 5,270,324        |
| 305290                             | WATER O & M CARBON<br>TREATMENT PLANT   | 10,449           | 15,638           | 16,400                      | 16,800                         | 16,800           |
|                                    |                                         | <u>7,412,196</u> | <u>7,334,181</u> | <u>7,945,221</u>            | <u>8,333,161</u>               | <u>8,333,161</u> |

**FINANCIAL NOTES:**

| FY 16     | FY 17     | CHANGE  | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                                                |
|-----------|-----------|---------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2,815,226 | 3,048,441 | 233,215 | <u>PERSONAL SERVICES</u> increase \$233,215<br>Increase is the net result of the FY 17 Merit salary increase of 3%, turnover, temporary salaries, pension, workers' compensation, health benefits and overtime offset by PEHP (Post Employment Health Plan)                                                     |
| 2,719,785 | 2,748,760 | 28,975  | <u>CONTRACTUAL SERVICES</u> increase \$28,975<br>Increase is the net result of electricity, engineering services, office equipment, building/custodial services, grounds maintenance and increase for software offset by less funding required for county facility repair & renovations and operating equipment |

|                                                                                                                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>PUBLIC WORKS - DIVISION OF WATER AND SEWER</b><br/> <b>Bureau of Water &amp; Sewer Operations - Water Production</b><br/> <b>Index #305220, 305240, 305250, 305255, 305280, 305290</b></p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                                                                                       |
|--------------|--------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1,301,560    | 1,369,110    | 67,550        | <p><u>SUPPLIES AND MATERIALS</u> increase \$67,550</p> <p>Increase is the net result of duplicating machine supplies, delivery charges, uniforms-purchase, small tools, safety equipment, medical supplies, sand, salt diesel fuel, oil &amp; lubricants, chemicals in bulk and laboratory supplies</p>                                                                       |
| 429,900      | 427,800      | (2,100)       | <p><u>EQUIPMENT</u> decrease (\$2,100)</p> <p>Equipment purchases planned for FY 17 include electronic process control equipment, annual inspection and maintenance of all wells, air conditioners, air compressor, pumps, flow meters, laboratory equipment, butter valves, mixer, level transmitter, range turbidmeter and one radio replacement for water scada system</p> |
| 620,000      | 680,000      | 60,000        | <p><u>MISCELLANEOUS</u> increase \$60,000</p> <p>Payments to Other Government Agencies for Services - payment to Havre de Grace for Harford County's share of Havre de Grace's City Water Plant operations; and 1.3 MGD of water purchased from the City @ \$680,000 based on actual expense history</p>                                                                      |

**DIVISION STAFF SUMMARY**  
**Bureau of Water & Sewer Operations - Water Production**  
**Index #305220, 305240, 305250, 305280**

| POSITION TITLE                             | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                            | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Administrative Assistant II                | 1.00             | 47,181           | 1.00             | 48,181           | 1.00             | 49,626           |
| Assistant Superintendent                   | 1.10             | 100,679          | 1.10             | 101,779          | 1.10             | 104,833          |
| Central Stores Manager                     | 1.00             | 41,496           | 1.00             | 42,496           | 1.00             | 43,771           |
| Chemist                                    | 0.50             | 29,774           | 0.00             | 0                | 0.00             | 0                |
| Chief Water & Sewer                        | 0.30             | 36,008           | 0.30             | 30,000           | 0.30             | 33,990           |
| Computer System Engineer III               | 1.00             | 74,540           | 1.00             | 75,540           | 1.00             | 77,806           |
| Environmental Chemist                      | 0.00             | 0                | 0.50             | 28,000           | 0.50             | 28,840           |
| Instrumentation Technician                 | 0.40             | 20,400           | 0.40             | 20,800           | 0.40             | 21,424           |
| Laboratory Assistant                       | 0.00             | 0                | 0.10             | 3,863            | 0.00             | 0                |
| Laboratory Technician                      | 1.20             | 52,191           | 1.10             | 47,314           | 1.20             | 52,844           |
| Plant Operator Water/Wastewater            | 8.00             | 354,651          | 11.00            | 470,381          | 12.00            | 522,909          |
| Plant Operator Trainee I Water/Wastewater  | 0.00             | 0                | 1.00             | 28,500           | 1.00             | 29,355           |
| Plant Operator Trainee II Water/Wastewater | 8.00             | 267,448          | 3.00             | 103,623          | 2.00             | 69,216           |
| Plant Superintendent Water & Sewer         | 1.15             | 93,073           | 1.15             | 93,224           | 1.15             | 96,021           |
| Process Engineer                           | 1.00             | 89,614           | 1.00             | 90,614           | 1.00             | 93,332           |
| Senior Electrician Water & Sewer           | 0.30             | 18,200           | 0.30             | 18,500           | 0.30             | 19,055           |
| Senior Instrumentation Technician          | 0.30             | 19,312           | 0.30             | 19,611           | 0.30             | 20,200           |
| Senior Laboratory Technician               | 1.00             | 49,296           | 1.00             | 50,296           | 1.00             | 48,822           |
| Senior Plant Operator                      | 1.00             | 68,920           | 1.00             | 69,920           | 1.00             | 72,018           |
| Senior Water/Wastewater Facility Mechanic  | 1.15             | 70,818           | 1.15             | 71,968           | 1.15             | 74,126           |
| Shift Supervisor/Plant Operations          | 3.00             | 202,802          | 3.00             | 205,802          | 3.00             | 211,977          |
| Superintendent of Laboratories             | 0.10             | 6,803            | 0.10             | 6,903            | 0.10             | 7,110            |
| Water/Wastewater Facility Mechanic         | 2.15             | 114,500          | 3.15             | 120,987          | 3.15             | 167,044          |
| Water/Wastewater Facility Mechanic Trainee | 1.00             | 33,100           | 0.00             | 0                | 0.00             | 0                |
| <b>FULL-TIME SALARIES</b>                  | 34.65            | 1,790,806        | 33.65            | 1,748,302        | 33.65            | 1,844,319        |
| <b>TEMPORARY SALARIES</b>                  |                  | 19,209           |                  | 0                |                  | 18,000           |
| <b>SALARY TOTAL</b>                        | <b>34.65</b>     | <b>1,810,015</b> | <b>33.65</b>     | <b>1,748,302</b> | <b>33.65</b>     | <b>1,862,319</b> |

**DIVISION STAFF SUMMARY**  
**Bureau of Water & Sewer Operations - Water Production**  
**Index #305220, 305240, 305250, 305280**

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                 |                  | 181,001            |                  | 174,830          |                  | 184,432          |
| Workers' Compensation                |                  | 56,530             |                  | 48,003           |                  | 100,824          |
| Health Benefits                      |                  | 428,091            |                  | 464,049          |                  | 499,051          |
| PEHP                                 |                  | 47,654             |                  | 48,138           |                  | 42,350           |
| Overtime & Shift Differential        |                  | 179,700            |                  | 179,700          |                  | 197,200          |
| FICA                                 |                  | 152,157            |                  | 147,493          |                  | 157,554          |
| Miscellaneous                        |                  | 4,851              |                  | 4,711            |                  | 4,711            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>1,049,984</b>   |                  | <b>1,066,924</b> |                  | <b>1,186,122</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>34.65</b>     | <b>2,859,999 *</b> | <b>33.65</b>     | <b>2,815,226</b> | <b>33.65</b>     | <b>3,048,441</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

## DPW - WATER & SEWER - ADMINISTRATION OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To protect public health and our ecosystem through responsible system management, maintenance and operations.

### **Department Objective**

To minimize the number of Sanitary Sewer Overflows (SSO) in any given year to below the industry national average of 7.3 per 100 miles.

### **County Goal(s) Supported**

III. Strengthening Our Communities

| Measure                                        | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                           |             |             |             |             |               |
| Dollars allocated                              | \$5,124,800 | \$5,386,060 | \$5,470,001 | \$6,021,335 | \$6,203,014   |
| <b><u>Output:</u></b>                          |             |             |             |             |               |
| Total miles of sewer in system                 | 557         | 564         | 566         | 567         | 567           |
| <b><u>Efficiency:</u></b>                      |             |             |             |             |               |
| Total cost per 100 miles of sewer              | \$920,072   | \$954,975   | \$966,431   | \$1,063,840 | \$1,094,006   |
| <b><u>Outcome:</u></b>                         |             |             |             |             |               |
| National average of SSO per 100 miles of sewer | 7.3         | 7.3         | 7.3         | 7.3         | 7.3           |
| Harford County's total SSO per 100 miles       | 1.8         | 1.2         | 0.9         | 1.6         | 1.4           |

### **Explanation and Analysis of Performance Measures**

A major goal for the department is to minimize the number of SSO that occur. To determine how successful we are, we compare our SSO against the industry national average for SSO.

### **Major Related Plans and Policies**

Capital Improvement Plan; Preventive Maintenance Program; County Adequate Public Facilities Ordinance.

1 - Total Length - Shape length of gravity (-private) + shape length of pressure - note 5280' = 1 mile

2 - Black and Veatch study on SSOs (dated Jun 08 - Table 3-1)

3 - Total SSO per 100 (# Reportable Ssos/total miles of sewer \* 100 = # SSO per 100 miles - Time Frame: July 1 through June 30

4 - MDE Reported SSOs (>50 gallons)

## DPW - WATER & SEWER - WATER & SEWER MAINTENANCE OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To provide responsive, timely, economical and friendly service to our customers.

### **Department Objective**

To replace 1,500 touchpad meters a year with more efficient Electronic Receiver Transmitter (ERT) meters.

### **County Goal(s) Supported**

III. Strengthening Our Communities

| Measure                                         | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|-------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                            |             |             |             |             |               |
| Dollars allocated                               | \$328,056   | \$339,188   | \$340,506   | \$342,674   | \$347,996     |
| Number of meter readers                         | 8           | 8           | 8           | 8           | 8             |
| <b><u>Output:</u></b>                           |             |             |             |             |               |
| Total number of meters read per year            | 166,688     | 184,147     | 169,788     | 185,100     | 175,000       |
| <b><u>Efficiency:</u></b>                       |             |             |             |             |               |
| Meter readings per employee per year            | 20,836      | 23,018      | 21,224      | 23,138      | 21,875        |
| Man hours spent per 100 meters read             | 2.84        | 2.77        | 2.74        | 2.49        | 2.63          |
| <b><u>Outcome:</u></b>                          |             |             |             |             |               |
| Percent of meters in system that are ERT meters | 88.5%       | 90.0%       | 92.0%       | 95.0%       | 100% *        |

\* Effectively 100% ERT meters; approx. 50-100 units system-wide unable to gain access to property to upgrade meter (vacant/unoccupied)

### **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.

## DPW - WATER & SEWER - WASTEWATER PROCESSING

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To provide economical treatment of wastewater that protects the environment.

#### **Department Objective**

To outperform the National Pollutant Discharge Elimination System (NPDES) permit requirements for our two major wastewater treatment plants, Sod Run and Joppatowne

#### **County Goal(s) Supported**

III. Strengthening Our Communities

| Measure                                            | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|----------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                               |             |             |             |             |               |
| Expenditures for wastewater treatment              | \$7,721,037 | \$8,863,229 | \$8,800,361 | \$9,257,587 | \$9,889,527   |
| <b><u>Output:</u></b>                              |             |             |             |             |               |
| Millions of gallons treated (Sod Run & Joppatowne) | 4,700       | 4,749       | 4,642       | 4,680       | 4,900         |
| <b><u>Efficiency:</u></b>                          |             |             |             |             |               |
| Cost per million gallons of treated                | \$1,643     | \$1,866     | \$1,896     | \$1,978     | \$2,018       |
| <b><u>Service Quality:</u></b>                     |             |             |             |             |               |
| Percentage removed beyond permit:                  |             |             |             |             |               |
| Total Suspended Solids (TSS)                       | ≤30 mg/l    | ≤30 mg/l    | ≤30 mg/l    | ≤30 mg/l    | ≤30 mg/l      |
| Biological Oxygen Demand (BOD)                     | ≤21.0 mg/l  | ≤21.0 mg/l  | ≤30 mg/l    | ≤30 mg/l    | ≤30 mg/l      |
| Total Phosphorus (TP)                              | ≤1.7 mg/l   | ≤1.7 mg/l   | ≤0.3 mg/l   | ≤0.3 mg/l   | ≤0.3 mg/l     |
| Total Nitrogen (TN)                                | ≤8 mg/l     | ≤8 mg/l     | ≤4.0 mg/l   | ≤4.0 mg/l   | ≤4.0 mg/l     |
| <b><u>Outcome:</u></b>                             |             |             |             |             |               |
| Average concentration TSS achieved                 | 5.0         | 6.0         | 2.0         | 2.0         | 2.0           |
| Average concentration of BOD achieved              | 4.0         | 4.0         | 2.0         | 2.0         | 2.0           |
| Average concentration of TP achieved               | 0.8         | 0.8         | 0.2         | 0.3         | 0.3           |
| Average concentration of TN achieved               | 9.4         | 8.0         | 2.4         | 2.5         | 2.5           |

#### **Explanation and Analysis of Performance Measures**

Wastewater Processing seeks to maintain service costs while protecting the environment and providing customers with quality service. Performance and requirements are based on a flow weighted combination of the permits and plant performance.

#### **Major Related Plans and Policies**

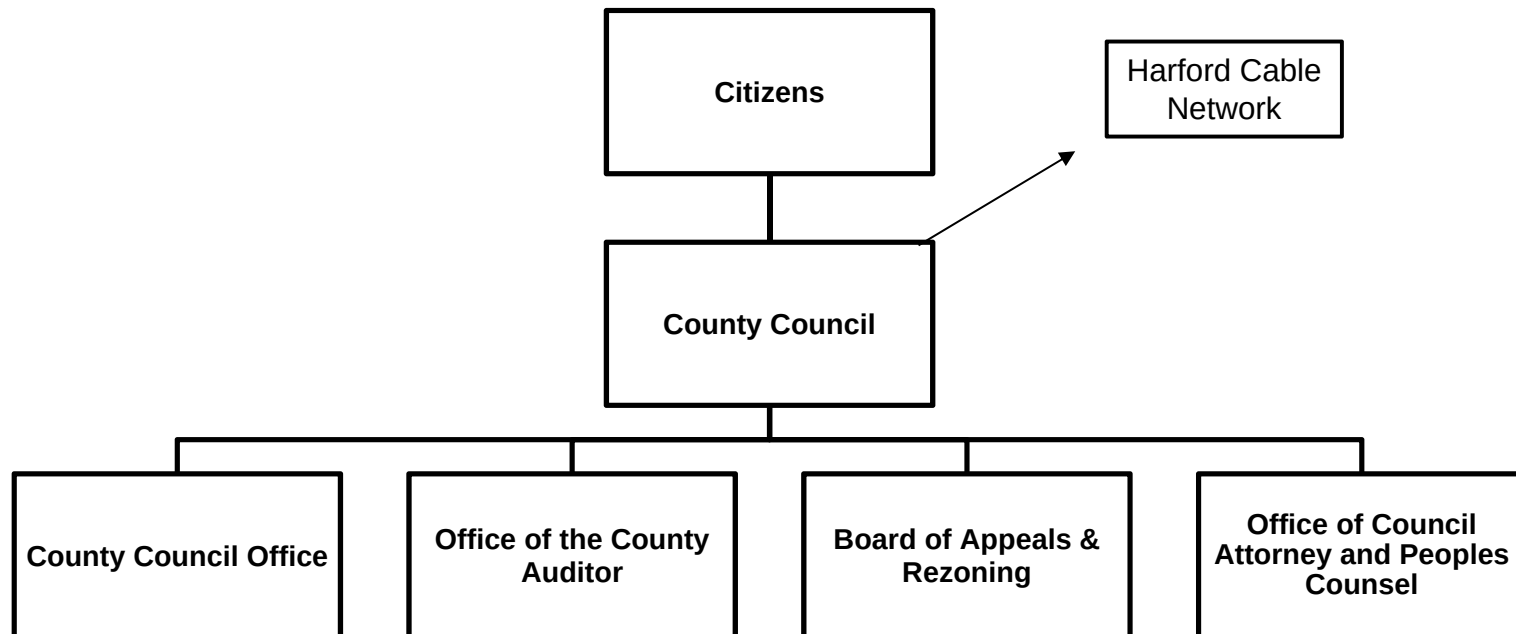
Upgrades and improvements to plants and treatment processes occur on an on-going basis.



**Abingdon Water Treatment Plant**



# COUNTY COUNCIL



## COUNTY COUNCIL

### **ORIGIN/PURPOSE:**

The County Council is the legislative branch of the Harford County Government. The Council is comprised of six Council Members and the Council President who are elected to a four-year term by the voters. The Council is responsible for enacting all County laws. The Council adopts all County Master Plans including land use, transportation, community facilities, water and sewerage, and solid waste. The Council enacts laws establishing zoning regulations and comprehensive zoning maps. The Council adopts the annual operating and capital budgets, sets the property tax rate, and authorizes bond issues. The Council appoints and oversees the annual County audit and functions of the Board of Health and the Board of Appeals. The Council has oversight of the Zoning Hearing Examiners, People's Counsel, People's Counsel Citizens Advisory Board and the Harford Cable Network. The County Council Department consists of five divisions: Council Office, Board of Appeals and Rezoning, Office of Council Attorney and the People's Counsel, Harford Cable Network, and Office of the County Auditor.

### **MISSION STATEMENT:**

TO PROVIDE CONSTITUENT AND LEGISLATIVE SERVICES TO THE CITIZENS OF HARFORD COUNTY IN A TIMELY, EFFICIENT AND COST EFFECTIVE MANNER.

### **FY 17 GOALS:**

TO ADHERE TO CHARTER AND CODE REQUIREMENTS IN THE OPERATION OF THE DEPARTMENT AND ITS DIVISIONS

TO PROMOTE EFFECTIVE COMMUNICATIONS WITH CITIZENS ABOUT THE COUNCIL AND ITS DIVISIONS

TO EFFICIENTLY PROVIDE STAFF SUPPORT AND RESOURCES FOR ASSISTANCE TO COUNCIL MEMBERS, CONTRACTUAL STAFF, DIVISIONS AND THE PUBLIC

TO ENHANCE THE USE OF TECHNOLOGY IN ORDER TO BE MORE EFFICIENT AND COST EFFECTIVE

TO PROVIDE A SMOOTH TRANSITION FOR THE NEW COUNCIL AFTER THE GENERAL ELECTION

|                |
|----------------|
| COUNTY COUNCIL |
|----------------|

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 2,041,472        | 2,077,294        | 2,312,926                   | 2,314,897                      | 2,314,897        |
| 20 CONTRACTUAL SERVICES             | 361,527          | 332,333          | 424,838                     | 450,275                        | 450,275          |
| 30 SUPPLIES AND MATERIALS           | 36,419           | 33,799           | 34,910                      | 33,775                         | 33,775           |
| 40 BUSINESS AND TRAVEL              | 44,702           | 43,577           | 57,932                      | 60,085                         | 60,085           |
| 50 CAPITAL OUTLAY                   | 26,326           | 23,469           | 22,172                      | 22,172                         | 22,172           |
|                                     | <hr/>            | <hr/>            | <hr/>                       | <hr/>                          | <hr/>            |
| <b>GRAND TOTAL</b>                  | <b>2,510,446</b> | <b>2,510,472</b> | <b>2,852,778</b>            | <b>2,881,204</b>               | <b>2,881,204</b> |
|                                     | <hr/> <hr/>      | <hr/> <hr/>      | <hr/> <hr/>                 | <hr/> <hr/>                    | <hr/> <hr/>      |

**SUMMARY BY FUND:**

|                    |                  |                  |                  |                  |                  |
|--------------------|------------------|------------------|------------------|------------------|------------------|
| 11 GENERAL         | 2,510,446        | 2,510,472        | 2,852,778        | 2,881,204        | 2,881,204        |
|                    | <hr/>            | <hr/>            | <hr/>            | <hr/>            | <hr/>            |
| <b>GRAND TOTAL</b> | <b>2,510,446</b> | <b>2,510,472</b> | <b>2,852,778</b> | <b>2,881,204</b> | <b>2,881,204</b> |
|                    | <hr/> <hr/>      | <hr/> <hr/>      | <hr/> <hr/>      | <hr/> <hr/>      | <hr/> <hr/>      |

**SUMMARY BY DIVISION:**

|                    |                                |                  |                  |                  |                  |                  |
|--------------------|--------------------------------|------------------|------------------|------------------|------------------|------------------|
| 401000             | COUNTY COUNCIL OFFICE          | 1,151,577        | 1,139,485        | 1,268,397        | 1,241,575        | 1,241,575        |
| 402000             | OFFICE OF THE COUNTY AUDITOR   | 323,085          | 306,034          | 427,086          | 435,247          | 435,247          |
| 404000             | BOARD OF APPEALS & REZONING    | 129,806          | 133,730          | 153,347          | 156,577          | 156,577          |
| 405000             | OFFICE OF COUNCIL ATTY/COUNSEL | 203,191          | 196,323          | 259,756          | 285,371          | 285,371          |
| 406000             | HARFORD CABLE NETWORK          | 702,787          | 734,900          | 744,192          | 762,434          | 762,434          |
|                    |                                | <hr/>            | <hr/>            | <hr/>            | <hr/>            | <hr/>            |
| <b>GRAND TOTAL</b> |                                | <b>2,510,446</b> | <b>2,510,472</b> | <b>2,852,778</b> | <b>2,881,204</b> | <b>2,881,204</b> |
|                    |                                | <hr/> <hr/>      | <hr/> <hr/>      | <hr/> <hr/>      | <hr/> <hr/>      | <hr/> <hr/>      |

|                       |
|-----------------------|
| <b>COUNTY COUNCIL</b> |
|-----------------------|

**FINANCIAL NOTES:**

| FY 16     | FY 17     | CHANGE  | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                    |
|-----------|-----------|---------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2,312,926 | 2,314,897 | 1,971   | <u>PERSONAL SERVICES</u> increase \$1,971<br>Increase is the net result of the FY 17 Merit salary increase of 3%, as well as salary adjustments, temporary salaries and workers' compensation. Offset by turnover, pension, health benefits and PEHP (Post Employment Health Plan). |
| 424,838   | 450,275   | 25,437  | <u>CONTRACTUAL SERVICES</u> increase \$25,437<br>Increase is the net result of financial audit, legal notice and legal services based on actual expense history.                                                                                                                    |
| 34,910    | 33,775    | (1,135) | <u>SUPPLIES AND MATERIALS</u> decrease (\$1,135)<br>Decrease is the net result of general office mailing, computer software and bottled water based on actual expense history.                                                                                                      |
| 57,932    | 60,085    | 2,153   | <u>BUSINESS AND TRAVEL</u> increase \$2,153<br>Increase is the net result of membership fees & dues and training seminars, courses based on actual expense history.                                                                                                                 |

**DEPARTMENT STAFF SUMMARY  
COUNTY COUNCIL**

| POSITION TITLE                  | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                 | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Administrative Assistant I      | 1.00             | 41,712           | 1.00             | 42,712           | 1.00             | 43,993           |
| Administrative Specialist II    | 2.00             | 104,000          | 2.00             | 106,693          | 2.00             | 112,985          |
| Auditor I                       | 1.00             | 27,500           | 1.00             | 55,000           | 1.00             | 46,350           |
| Auditor II                      | 0.00             | 0                | 0.00             | 0                | 1.00             | 72,100           |
| Auditor III                     | 1.00             | 75,000           | 1.00             | 79,000           | 0.00             | 0                |
| Broadcast Technician            | 1.00             | 35,000           | 1.00             | 36,000           | 1.00             | 37,080           |
| Council Administrator           | 1.00             | 101,421          | 1.00             | 81,000           | 1.00             | 83,430           |
| Council Attorney                | 1.00             | 116,480          | 1.00             | 122,000          | 1.00             | 128,750          |
| County Auditor                  | 1.00             | 90,000           | 1.00             | 94,000           | 1.00             | 104,030          |
| Council Members                 | 6.00             | 217,260          | 6.00             | 217,260          | 6.00             | 220,500          |
| Executive Director, HCN         | 1.00             | 88,727           | 1.00             | 89,727           | 1.00             | 92,419           |
| Legislative Aide                | 7.00             | 251,300          | 7.00             | 270,000          | 7.00             | 272,950          |
| Management Assistant II         | 1.00             | 69,637           | 1.00             | 70,637           | 1.00             | 72,756           |
| Policy Analyst                  | 1.00             | 0                | 0.00             | 0                | 0.00             | 0                |
| President of Council            | 1.00             | 39,718           | 1.00             | 39,718           | 1.00             | 40,310           |
| Producer Manager, HCN           | 1.00             | 90,613           | 1.00             | 91,613           | 1.00             | 94,362           |
| Production Supervisor, HCN      | 1.00             | 47,400           | 1.00             | 48,400           | 1.00             | 49,852           |
| <b>TOTAL FULL-TIME SALARIES</b> | <b>28.00</b>     | <b>1,395,768</b> | <b>27.00</b>     | <b>1,443,760</b> | <b>27.00</b>     | <b>1,471,867</b> |

**DEPARTMENT STAFF SUMMARY  
COUNTY COUNCIL**

| POSITION TITLE                | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|-------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                               | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| TEMPORARY SALARIES            |                  | 80,766             |                  | 101,766          |                  | 102,766          |
| SALARY TOTAL                  | <u>28.00</u>     | <u>1,476,534</u>   | <u>27.00</u>     | <u>1,545,526</u> | <u>27.00</u>     | <u>1,574,633</u> |
| OTHER PERSONAL SERVICES       |                  |                    |                  |                  |                  |                  |
| Pension & Retirement          |                  | 133,149            |                  | 140,404          |                  | 143,156          |
| Workers' Compensation         |                  | 18,097             |                  | 4,901            |                  | 9,857            |
| Health Benefits               |                  | 377,494            |                  | 416,090          |                  | 381,192          |
| PEHP                          |                  | 82,147             |                  | 84,208           |                  | 82,456           |
| FICA                          |                  | 110,635            |                  | 118,017          |                  | 119,823          |
| Miscellaneous                 |                  | 3,500              |                  | 3,780            |                  | 3,780            |
| TOTAL OTHER PERSONAL SERVICES |                  | <u>725,022</u>     |                  | <u>767,400</u>   |                  | <u>740,264</u>   |
| TOTAL PERSONAL SERVICES       | <u>28.00</u>     | <u>2,201,556 *</u> | <u>27.00</u>     | <u>2,312,926</u> | <u>27.00</u>     | <u>2,314,897</u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**COUNTY COUNCIL**  
**County Council Office**  
**Index #401000**

**ORIGIN/PURPOSE:**

The County Council Office provides administrative and general support to the Council and performs the daily functions necessary to complete legislative activities. The Council Office staff are responsible to record minutes of public hearings, and Council legislative sessions; draft legislation; and provide information to the public. The staff provide administrative and clerical support for each Council Member for constituent problems and legislative duties, while meeting all legislative requirements for state and federal reporting. This office also provides support services to several Council-appointed boards such as the People's Counsel Citizens Advisory Board, and the Harford Cable Network Board.

**FY 17 GOALS:**

TO LEGISLATE ON BEHALF OF THE CITIZENS OF HARFORD COUNTY

TO COMPLY WITH ALL CHARTER AND CODE REQUIREMENTS FOR LEGISLATIVE SESSIONS, PUBLIC HEARINGS, AND OTHER COUNCIL RELATED ACTIVITIES

TO PROMOTE EFFECTIVE COMMUNICATIONS WITH THE CITIZENS IN ORDER TO KEEP THE PUBLIC INFORMED ABOUT COUNCIL ISSUES

TO IMPROVE STAFF EFFICIENCIES AND THE USE OF RESOURCES

TO ENHANCE THE USE OF TECHNOLOGY FOR COUNCIL MEMBERS AND STAFF

TO PROVIDE A SMOOTH TRANSITION FOR THE NEW COUNCIL AFTER THE GENERAL ELECTION

**COUNTY COUNCIL**  
**County Council Office**  
**Index #401000**

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 1,064,709                | 1,066,097                | 1,179,221                            | 1,151,749                               | 1,151,749                |
| 20 CONTRACTUAL SERVICES             | 30,043                   | 23,643                   | 26,845                               | 27,095                                  | 27,095                   |
| 30 SUPPLIES AND MATERIALS           | 23,534                   | 18,917                   | 18,350                               | 18,650                                  | 18,650                   |
| 40 BUSINESS AND TRAVEL              | 32,338                   | 29,261                   | 36,500                               | 36,600                                  | 36,600                   |
| 50 CAPITAL OUTLAY                   | 953                      | 1,567                    | 7,481                                | 7,481                                   | 7,481                    |
| <b>GRAND TOTAL</b>                  | <b><u>1,151,577</u></b>  | <b><u>1,139,485</u></b>  | <b><u>1,268,397</u></b>              | <b><u>1,241,575</u></b>                 | <b><u>1,241,575</u></b>  |

**FUNDING SOURCE:**

|            |                         |                         |                         |                         |                         |
|------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL | <b><u>1,151,577</u></b> | <b><u>1,139,485</u></b> | <b><u>1,268,397</u></b> | <b><u>1,241,575</u></b> | <b><u>1,241,575</u></b> |
|------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                |
|--------------|--------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1,179,221    | 1,151,749    | (27,472)      | <u>PERSONAL SERVICES</u> decrease (\$27,472)<br>Decrease is the net result of adjustments to health benefits and PEHP (Post Employment Health Plan). Offset by the FY 17 Merit salary increase of 3%, salary adjustments, temporary salaries and workers' compensation |
| 18,350       | 18,650       | 300           | <u>SUPPLIES AND MATERIALS</u> increase \$300<br>Increase is the net result of general office mailing and ice and bottled water based on actual expense history                                                                                                         |



# DIVISION STAFF SUMMARY

County Council Office

Index #401000

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Administrative Specialist II         | 2.00             | 104,000            | 2.00             | 106,693          | 2.00             | 112,985          |
| Council Administrator                | 1.00             | 101,421            | 1.00             | 81,000           | 1.00             | 83,430           |
| Council Members                      | 6.00             | 217,260            | 6.00             | 217,260          | 6.00             | 220,500          |
| Legislative Aide                     | 7.00             | 251,300            | 7.00             | 270,000          | 7.00             | 272,950          |
| President of the Council             | 1.00             | 39,718             | 1.00             | 39,718           | 1.00             | 40,310           |
| <b>FULL-TIME SALARIES</b>            | 17.00            | 713,699            | 17.00            | 714,671          | 17.00            | 730,175          |
| <b>TEMPORARY SALARIES</b>            |                  | 0                  |                  | 21,000           |                  | 22,000           |
| <b>SALARY TOTAL</b>                  | <u>17.00</u>     | <u>713,699</u>     | <u>17.00</u>     | <u>735,671</u>   | <u>17.00</u>     | <u>752,175</u>   |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                 |                  | 71,370             |                  | 67,495           |                  | 68,986           |
| Workers' Compensation                |                  | 7,886              |                  | 2,257            |                  | 4,465            |
| Health Benefits                      |                  | 309,000            |                  | 257,523          |                  | 213,730          |
| PEHP                                 |                  | 57,616             |                  | 57,616           |                  | 52,472           |
| FICA                                 |                  | 54,598             |                  | 56,279           |                  | 57,541           |
| Miscellaneous                        |                  | 2,380              |                  | 2,380            |                  | 2,380            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <u>502,850</u>     |                  | <u>443,550</u>   |                  | <u>399,574</u>   |
| <b>TOTAL PERSONAL SERVICES</b>       | <u>17.00</u>     | <u>1,216,549 *</u> | <u>17.00</u>     | <u>1,179,221</u> | <u>17.00</u>     | <u>1,151,749</u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**COUNTY COUNCIL**  
**Office of the County Auditor**  
**Index #402000**

**ORIGIN/PURPOSE:**

The Charter provides that the County Auditor serve at the pleasure of the County Council. The Charter further provides the Council with the authority to assign functions, duties and additional personnel to the Auditor. The County Auditor is responsible for ensuring that a complete financial audit of the County is performed annually. The purpose of the Office of the County Auditor is to assist the County Council with fiscal analysis of proposed legislation, provide assistance with the evaluation of the annual budget and conduct special audits when requested by the Council or Executive as authorized under the Charter.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 230,504                  | 228,403                  | 333,899                              | 331,412                                 | 331,412                  |
| 20 CONTRACTUAL SERVICES             | 87,735                   | 74,845                   | 81,340                               | 91,370                                  | 91,370                   |
| 30 SUPPLIES AND MATERIALS           | 0                        | 430                      | 1,760                                | 325                                     | 325                      |
| 40 BUSINESS AND TRAVEL              | 3,544                    | 2,356                    | 9,087                                | 11,140                                  | 11,140                   |
| 50 CAPITAL OUTLAY                   | 1,302                    | 0                        | 1,000                                | 1,000                                   | 1,000                    |
|                                     | <u>          </u>        | <u>          </u>        | <u>          </u>                    | <u>          </u>                       | <u>          </u>        |
| <b>GRAND TOTAL</b>                  | <b><u>323,085</u></b>    | <b><u>306,034</u></b>    | <b><u>427,086</u></b>                | <b><u>435,247</u></b>                   | <b><u>435,247</u></b>    |
| <b><u>FUNDING SOURCE:</u></b>       |                          |                          |                                      |                                         |                          |
| 11 GENERAL                          | <u>323,085</u>           | <u>306,034</u>           | <u>427,086</u>                       | <u>435,247</u>                          | <u>435,247</u>           |

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| <p align="center"><b>COUNTY COUNCIL</b><br/> <b>Office of the County Auditor</b><br/> <b>Index #402000</b></p> |
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**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                  |
|--------------|--------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 333,899      | 331,412      | (2,487)       | <p><u>PERSONAL SERVICES</u> decrease (\$2,487)</p> <p>Decrease is the net result of turnover and pension adjustments, offset by the FY 17 Merit salary increase of 3%, workers' compensation, health benefits and PEHP (Post Employment Health Plan)</p> |
| 81,340       | 91,370       | 10,030        | <p><u>CONTRACTUAL SERVICES</u> increase \$10,030</p> <p>Increase is the net result of financial/audit and legal notice offset by telephone service based on actual expense history</p>                                                                   |
| 1,760        | 325          | (1,435)       | <p><u>SUPPLIES &amp; MATERIALS</u> decrease (\$1,435)</p> <p>Decrease is the net result of computer software based on actual expense history</p>                                                                                                         |
| 9,087        | 11,140       | 2,053         | <p><u>BUSINESS &amp; TRAVEL</u> increase \$2,053</p> <p>Increase is the net result of membership fees and dues and training seminars, courses based on actual expense history</p>                                                                        |

**DIVISION STAFF SUMMARY**  
**Office of County Auditor**  
**Index #402000**

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Auditor I                            | 1.00             | 27,500           | 1.00             | 55,000         | 1.00             | 46,350         |
| Auditor II                           | 0.00             | 0                | 0.00             | 0              | 1.00             | 72,100         |
| Auditor III                          | 1.00             | 75,000           | 1.00             | 79,000         | 0.00             | 0              |
| County Auditor                       | 1.00             | 90,000           | 1.00             | 94,000         | 1.00             | 104,030        |
| Policy Analyst                       | 1.00             | 0                | 0.00             | 0              | 0.00             | 0              |
|                                      | <u>4.00</u>      | <u>192,500</u>   | <u>3.00</u>      | <u>228,000</u> | <u>3.00</u>      | <u>222,480</u> |
| <b>SALARY TOTAL</b>                  | <b>4.00</b>      | <b>192,500</b>   | <b>3.00</b>      | <b>228,000</b> | <b>3.00</b>      | <b>222,480</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension & Retirement                 |                  | 19,250           |                  | 22,800         |                  | 22,248         |
| Workers' Compensation                |                  | 2,629            |                  | 762            |                  | 1,547          |
| Health Benefits                      |                  | 47,156           |                  | 55,611         |                  | 56,453         |
| PEHP                                 |                  | 8,864            |                  | 8,864          |                  | 11,244         |
| FICA                                 |                  | 14,726           |                  | 17,442         |                  | 17,020         |
| Miscellaneous                        |                  | 350              |                  | 420            |                  | 420            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>92,975</b>    |                  | <b>105,899</b> |                  | <b>108,932</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>4.00</b>      | <b>285,475 *</b> | <b>3.00</b>      | <b>333,899</b> | <b>3.00</b>      | <b>331,412</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

|                                                                                                                 |
|-----------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>COUNTY COUNCIL</b><br/> <b>Board of Appeals and Rezoning</b><br/> <b>Index #404000</b></p> |
|-----------------------------------------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

Under the Harford County Code, the County Council constitutes the Board of Appeals. The Council appoints and employs Zoning Hearing Examiners who coordinate and conduct public hearings and render decisions on all zoning cases that are submitted as applications to the Board of Appeals. The Hearing Examiner's decision can be appealed to the County Council, sitting as the Board of Appeals for final argument.

**FY 17 GOALS:**

TO COMPLY WITH ALL CHARTER CODE REQUIREMENTS FOR THE BOARD OF APPEALS ACTIVITIES

TO MAKE DECISIONS CONSISTENT WITH LAND USE AND ZONING LAWS

TO CONTINUE TO SCHEDULE, HEAR, AND ISSUE FINAL DECISIONS IN ZONING CASES WITHIN A TIMELY MANNER

TO PROMOTE EFFECTIVE COMMUNICATIONS WITH THE CITIZENS TO KEEP THE PUBLIC INFORMED OF ZONING CASES

TO UTILIZE STAFF, TECHNOLOGY, AND RESOURCES TO EFFECTIVELY OPERATE THE ZONING HEARING EXAMINER'S OFFICE

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 97,795                   | 107,126                  | 100,632                              | 103,862                                 | 103,862                  |
| 20 CONTRACTUAL SERVICES             | 29,607                   | 25,318                   | 50,500                               | 50,500                                  | 50,500                   |
| 30 SUPPLIES AND MATERIALS           | 284                      | 515                      | 1,500                                | 1,500                                   | 1,500                    |
| 40 BUSINESS AND TRAVEL              | 715                      | 771                      | 715                                  | 715                                     | 715                      |
| 50 CAPITAL OUTLAY                   | 1,405                    | 0                        | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>129,806</b>           | <b>133,730</b>           | <b>153,347</b>                       | <b>156,577</b>                          | <b>156,577</b>           |

**FUNDING SOURCE:**

|            |         |         |         |         |         |
|------------|---------|---------|---------|---------|---------|
| 11 GENERAL | 129,806 | 133,730 | 153,347 | 156,577 | 156,577 |
|------------|---------|---------|---------|---------|---------|

|                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>COUNTY COUNCIL</b><br/><b>Board of Appeals and Rezoning</b><br/><b>Index #404000</b></p> |
|----------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                         |
|--------------|--------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 100,632      | 103,862      | 3,230         | <u>PERSONAL SERVICES</u> increase \$3,230<br>Increase is the net result of the FY 17 Merit salary increase of 3%, and adjustments to workers' compensation and health insurance |

**DIVISION STAFF SUMMARY**  
**Board of Appeals and Rezoning**  
**Index #404000**

| POSITION TITLE                       | ENACTED<br>FY 15   |                         | ENACTED<br>FY 16   |                       | ENACTED<br>FY 17   |                       |
|--------------------------------------|--------------------|-------------------------|--------------------|-----------------------|--------------------|-----------------------|
|                                      | POSITIONS          | SALARIES                | POSITIONS          | SALARIES              | POSITIONS          | SALARIES              |
| Management Assistant II              | <u>1.00</u>        | <u>69,637</u>           | <u>1.00</u>        | <u>70,637</u>         | <u>1.00</u>        | <u>72,756</u>         |
| <b>SALARY TOTAL</b>                  | <b><u>1.00</u></b> | <b><u>69,637</u></b>    | <b><u>1.00</u></b> | <b><u>70,637</u></b>  | <b><u>1.00</u></b> | <b><u>72,756</u></b>  |
| <b>OTHER PERSONAL SERVICES</b>       |                    |                         |                    |                       |                    |                       |
| Pension & Retirement                 |                    | 6,964                   |                    | 7,064                 |                    | 7,276                 |
| Workers' Compensation                |                    | 160                     |                    | 134                   |                    | 247                   |
| Health Benefits                      |                    | 20,361                  |                    | 17,253                |                    | 17,877                |
| FICA                                 |                    | 5,327                   |                    | 5,404                 |                    | 5,566                 |
| Miscellaneous                        |                    | <u>140</u>              |                    | <u>140</u>            |                    | <u>140</u>            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                    | <b><u>32,952</u></b>    |                    | <b><u>29,995</u></b>  |                    | <b><u>31,106</u></b>  |
| <b>TOTAL PERSONAL SERVICES</b>       | <b><u>1.00</u></b> | <b><u>102,589 *</u></b> | <b><u>1.00</u></b> | <b><u>100,632</u></b> | <b><u>1.00</u></b> | <b><u>103,862</u></b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**COUNTY COUNCIL**  
**Office of the Council Attorney and People's Counsel**  
**Index #405000**

**ORIGIN/PURPOSE:**

By Charter Section 224 and as amended by Bill Nos. 76-35 and 78-54, the Office of the Council Attorney shall be administered by the Council Attorney. The Council Attorney shall be the Chief Legal Advisor to the Council.

By Charter Section 224 and Bill No. 76-103, the Office of the People's Counsel, under the supervision of the Council Attorney, was established to represent the interests of the public and County in zoning matters in Harford County. The Council appointed People's Counsel Citizens Advisory Board provides guidance, makes recommendations, and directs the People's Counsel to enter zoning cases to protect public interest.

**FY 17 GOALS:**

TO COMPLY WITH ALL CHARTER AND CODE REQUIREMENTS FOR PEOPLE'S COUNSEL

TO CONTINUE TO REPRESENT THE INTERESTS OF THE PUBLIC BY WORKING CLOSELY WITH THE PEOPLE'S COUNSEL ADVISORY BOARD

TO UTILIZE STAFF, TECHNOLOGY, AND RESOURCES TO EFFECTIVELY OPERATE THE PEOPLE'S COUNSEL OFFICE

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 152,893                  | 154,903                  | 157,906                              | 169,892                                 | 169,892                  |
| 20 CONTRACTUAL SERVICES             | 45,740                   | 36,494                   | 96,400                               | 110,029                                 | 110,029                  |
| 40 BUSINESS & TRAVEL                | 4,558                    | 4,487                    | 5,450                                | 5,450                                   | 5,450                    |
| 50 CAPITAL OUTLAY                   | 0                        | 439                      | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>203,191</b>           | <b>196,323</b>           | <b>259,756</b>                       | <b>285,371</b>                          | <b>285,371</b>           |

**FUNDING SOURCE:**

|            |                |                |                |                |                |
|------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL | <b>203,191</b> | <b>196,323</b> | <b>259,756</b> | <b>285,371</b> | <b>285,371</b> |
|------------|----------------|----------------|----------------|----------------|----------------|



**COUNTY COUNCIL**  
**Office of the Council Attorney and People's Counsel**  
**Index #405000**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                          |
|--------------|--------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 157,906      | 169,892      | 11,986        | <u>PERSONAL SERVICES</u> increase \$11,986<br>Increase is the net result of the FY 17 Merit salary increase of 3%, salary adjustments, and adjustments to health benefits and PEHP (Post Employment Health Plan) |
| 96,400       | 110,029      | 13,629        | <u>CONTRACTUAL SERVICES</u> increase \$13,629<br>Increase is the net result of legal notice and legal services based on actual expense history                                                                   |

**DIVISION STAFF SUMMARY**  
**Office of Council Attorney/Peoples Counsel**  
**Index #405000**

| POSITION TITLE                       | ENACTED<br>FY 15   |                         | ENACTED<br>FY 16   |                       | ENACTED<br>FY 17   |                       |
|--------------------------------------|--------------------|-------------------------|--------------------|-----------------------|--------------------|-----------------------|
|                                      | POSITIONS          | SALARIES                | POSITIONS          | SALARIES              | POSITIONS          | SALARIES              |
| Council Attorney                     | <u>1.00</u>        | <u>116,480</u>          | <u>1.00</u>        | <u>122,000</u>        | <u>1.00</u>        | <u>128,750</u>        |
| <b>SALARY TOTAL</b>                  | <b><u>1.00</u></b> | <b><u>116,480</u></b>   | <b><u>1.00</u></b> | <b><u>122,000</u></b> | <b><u>1.00</u></b> | <b><u>128,750</u></b> |
| <b>OTHER PERSONAL SERVICES</b>       |                    |                         |                    |                       |                    |                       |
| Pension & Retirement                 |                    | 11,648                  |                    | 12,200                |                    | 12,875                |
| Workers' Compensation                |                    | 268                     |                    | 232                   |                    | 438                   |
| Health Benefits                      |                    | 17,864                  |                    | 14,218                |                    | 14,727                |
| FICA                                 |                    | 8,911                   |                    | 9,116                 |                    | 9,214                 |
| PEHP                                 |                    | 0                       |                    | 0                     |                    | 3,748                 |
| Miscellaneous                        |                    | <u>140</u>              |                    | <u>140</u>            |                    | <u>140</u>            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                    | <b><u>38,831</u></b>    |                    | <b><u>35,906</u></b>  |                    | <b><u>41,142</u></b>  |
| <b>TOTAL PERSONAL SERVICES</b>       | <b><u>1.00</u></b> | <b><u>155,311 *</u></b> | <b><u>1.00</u></b> | <b><u>157,906</u></b> | <b><u>1.00</u></b> | <b><u>169,892</u></b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**COUNTY COUNCIL**  
**Harford Cable Network (HCN)**  
**Index #406000**

**ORIGIN/PURPOSE:**

Harford Cable Network (HCN) is a public, educational and governmental channel that functions as Harford County's community access station. HCN is dedicated to serving the growing population of Harford County, the Harford County Government, and the County's Emergency Response Center. HCN supports public and non-public education.

**FY 17 GOALS:**

TO SIGNIFICANTLY EXPAND THE PROGRAMMING AND SERVICES PROVIDED BY HCN, ESPECIALLY LOCAL PROGRAMMING

TO UPGRADE TECHNICAL EQUIPMENT TO ENHANCE THE QUALITY OF HCN PROGRAMS AND MAKE HCN DIGITALLY COMPATIBLE

TO CONTINUE TO WORK WITH THE HCN BOARD AND THE COUNTY COUNCIL TO ENSURE THAT THEY CONTINUE TO MEET THE FUTURE NEEDS OF THE GROWING POPULATION

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 495,571                  | 520,765                  | 541,268                              | 557,982                                 | 557,982                  |
| 20 CONTRACTUAL SERVICES             | 168,402                  | 172,033                  | 169,753                              | 171,281                                 | 171,281                  |
| 30 SUPPLIES AND MATERIALS           | 12,601                   | 13,937                   | 13,300                               | 13,300                                  | 13,300                   |
| 40 BUSINESS AND TRAVEL              | 3,547                    | 6,702                    | 6,180                                | 6,180                                   | 6,180                    |
| 50 CAPITAL OUTLAY                   | 22,666                   | 21,463                   | 13,691                               | 13,691                                  | 13,691                   |
|                                     | <u>          </u>        | <u>          </u>        | <u>          </u>                    | <u>          </u>                       | <u>          </u>        |
| <b>GRAND TOTAL</b>                  | <b><u>702,787</u></b>    | <b><u>734,900</u></b>    | <b><u>744,192</u></b>                | <b><u>762,434</u></b>                   | <b><u>762,434</u></b>    |

**FUNDING SOURCE:**

|            |                |                |                |                |                |
|------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL | <u>702,787</u> | <u>734,900</u> | <u>744,192</u> | <u>762,434</u> | <u>762,434</u> |
|------------|----------------|----------------|----------------|----------------|----------------|

**COUNTY COUNCIL**  
**Harford Cable Network (HCN)**  
**Index #406000**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                 |
|--------------|--------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 541,268      | 557,982      | 16,714        | <u>PERSONAL SERVICES</u> increase \$16,714<br>Increase is the net result of the FY 17 Merit salary increase of 3%, workers compensation and health benefits offset by a reduction in PEHP (Post Employment Health Plan) |
| 169,753      | 171,281      | 1,528         | <u>CONTRACTUAL SERVICE</u> increase \$1,528<br>Increase is the net result of communications service, building/custodial service and security systems based on actual expense history                                    |

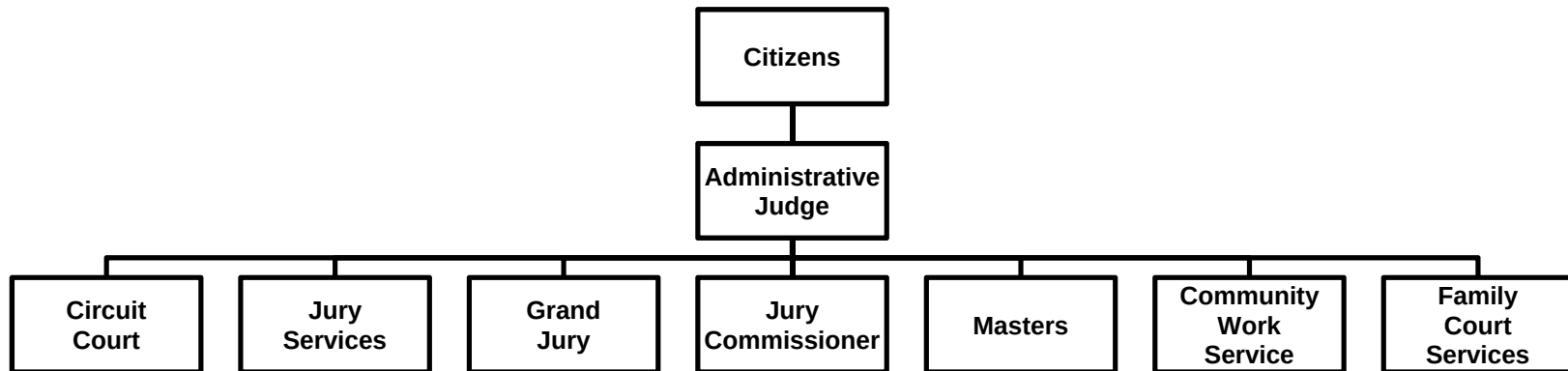
**DIVISION STAFF SUMMARY**  
**Harford Cable Network**  
**Index #406000**

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Assistant I           | 1.00             | 41,712           | 1.00             | 42,712         | 1.00             | 43,993         |
| Broadcast Technician                 | 1.00             | 35,000           | 1.00             | 36,000         | 1.00             | 37,080         |
| Executive Director, HCN              | 1.00             | 88,727           | 1.00             | 89,727         | 1.00             | 92,419         |
| Producer Manager, HCN                | 1.00             | 90,613           | 1.00             | 91,613         | 1.00             | 94,362         |
| Production Supervisor, HCN           | 1.00             | 47,400           | 1.00             | 48,400         | 1.00             | 49,852         |
|                                      |                  |                  |                  |                |                  |                |
| <b>FULL-TIME SALARIES</b>            | 5.00             | 303,452          | 5.00             | 308,452        | 5.00             | 317,706        |
|                                      |                  |                  |                  |                |                  |                |
| <b>TEMPORARY SALARIES</b>            |                  | 80,766           |                  | 80,766         |                  | 80,766         |
|                                      |                  |                  |                  |                |                  |                |
| <b>SALARY TOTAL</b>                  | <b>5.00</b>      | <b>384,218</b>   | <b>5.00</b>      | <b>389,218</b> | <b>5.00</b>      | <b>398,472</b> |
|                                      |                  |                  |                  |                |                  |                |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension & Retirement                 |                  | 30,345           |                  | 30,845         |                  | 31,771         |
| Workers' Compensation                |                  | 7,058            |                  | 1,516          |                  | 3,160          |
| Health Benefits                      |                  | 68,889           |                  | 71,485         |                  | 78,405         |
| PEHP                                 |                  | 17,728           |                  | 17,728         |                  | 14,992         |
| FICA                                 |                  | 29,393           |                  | 29,776         |                  | 30,482         |
| Miscellaneous                        |                  | 700              |                  | 700            |                  | 700            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>154,113</b>   |                  | <b>152,050</b> |                  | <b>159,510</b> |
|                                      |                  |                  |                  |                |                  |                |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>5.00</b>      | <b>538,331 *</b> | <b>5.00</b>      | <b>541,268</b> | <b>5.00</b>      | <b>557,982</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

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# JUDICIAL



## JUDICIAL

### **ORIGIN/PURPOSE:**

The Circuit Courts were first established in Maryland by the Constitution of 1851 and were continued by subsequent Constitutions which were passed in 1864 and 1867. Since 1867, Harford County and Baltimore County have comprised the Third Judicial Circuit. The Circuit Court for Harford County is a Court of General Jurisdiction. It handles a wide variety of civil disputes including tort and contract disputes for parties requiring a jury trial. It also hears family law related cases including divorce, child custody and child support cases. On the criminal side, it hears felony cases and prayers for jury trial from the District Court.

The State of Maryland pays for the judges salaries and the expense of a full-time master as well as providing for five law clerks. It also funds the Office of the Clerk of the Circuit Court which provides the staff for the Court system. Harford County funds the costs of the judges' staff as well as the operation of the Jury Commissioner's Office, the Office of Family Court Services and the Community Work Service Program.

The Circuit Court strives to contain expenditure requirements and still provide expeditious, quality service to the residents of Harford County.

### **MISSION STATEMENT:**

TO BRING A FAIR AND JUST RESOLUTION FOR EACH OF THE CASES FILED WITH THE COURT

### **FY 17 GOALS:**

1. TO CONTINUE TO PROVIDE FOR THE EFFICIENT MANAGEMENT OF BOTH DOMESTIC AND NON-DOMESTIC CASES TO ENSURE THAT LITIGANTS ARE ABLE TO HAVE THEIR LEGAL DISPUTES AND PROBLEMS RESOLVED AS EFFECTIVELY AND EFFICIENTLY AS THE SITUATION PERMITS WHILE STILL DOING JUSTICE FOR ALL CONCERNED
2. TO CONTINUE TO REVIEW THE JURY SELECTION PROCESS IN ORDER TO BRING IT IN CONFORMANCE WITH THE NEW STATE LAW REGARDING THE SELECTION OF JURORS
3. TO CONTINUE TO USE ALL REASONABLE MEASURES TO ENSURE THAT JURORS ARE NOT BROUGHT IN UNLESS THEIR PRESENCE WILL BE NECESSARY TO RESOLVE A CASE, TO MINIMIZE THE INCONVENIENCE OF SERVING ON JURY DUTY TO THE CITIZENS OF HARFORD COUNTY AND TO REDUCE JURY EXPENDITURES
4. TO REFINE AND MODIFY THE SCHEDULING AND HEARING OF JUVENILE CASES TO ENSURE THAT THESE MATTERS ARE HEARD AND DECIDED AS EXPEDITIOUSLY AS POSSIBLE WHILE DOING JUSTICE TO THE VICTIMS, THE JUVENILES AND THE CITIZENS OF HARFORD COUNTY
5. TO PROVIDE AN OPPORTUNITY FOR NON-VIOLENT OFFENDERS TO PAY BACK TO THE COMMUNITY THROUGH THE PERFORMANCE OF COMMUNITY WORK SERVICE
6. TO CONTINUE TO REFINE AND IMPROVE THE QUALITY OF SERVICES OFFERED IN DOMESTIC CASES AS WELL AS DEVELOP NEW SERVICES TO ASSIST FAMILIES AND THE COURT TO PROMPTLY AND EFFICIENTLY RESOLVE CUSTODY AND VISITATION DISPUTES



# JUDICIAL

## ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 2,382,052        | 2,459,964        | 2,450,957                   | 2,464,636                      | 2,464,636        |
| 20 CONTRACTUAL SERVICES             | 383,966          | 379,846          | 452,386                     | 452,700                        | 452,700          |
| 30 SUPPLIES AND MATERIALS           | 82,234           | 109,977          | 89,410                      | 86,855                         | 86,855           |
| 40 BUSINESS AND TRAVEL              | 14,995           | 15,413           | 21,443                      | 21,580                         | 21,580           |
| 50 CAPITAL OUTLAY                   | 14,351           | 421              | 0                           | 0                              | 0                |
| 70 MISCELLANEOUS                    | 31,500           | 31,500           | 36,020                      | 35,248                         | 35,248           |
| <b>GRAND TOTAL</b>                  | <b>2,909,098</b> | <b>2,997,121</b> | <b>3,050,216</b>            | <b>3,061,019</b>               | <b>3,061,019</b> |

## **SUMMARY BY FUND:**

|                    |                  |                  |                  |                  |                  |
|--------------------|------------------|------------------|------------------|------------------|------------------|
| 11 GENERAL         | 2,909,098        | 2,997,121        | 3,050,216        | 3,061,019        | 3,061,019        |
| <b>GRAND TOTAL</b> | <b>2,909,098</b> | <b>2,997,121</b> | <b>3,050,216</b> | <b>3,061,019</b> | <b>3,061,019</b> |

## **SUMMARY BY DIVISION:**

|                               |                  |                  |                  |                  |                  |
|-------------------------------|------------------|------------------|------------------|------------------|------------------|
| 411000 CIRCUIT COURT          | 1,436,031        | 1,508,027        | 1,510,086        | 1,471,723        | 1,471,723        |
| 412000 JURY SERVICES          | 185,275          | 185,318          | 231,900          | 232,000          | 232,000          |
| 413000 GRAND JURY             | 10,300           | 13,100           | 14,000           | 14,000           | 14,000           |
| 414000 JURY COMMISSIONER      | 189,534          | 195,633          | 194,587          | 250,630          | 250,630          |
| 415000 MASTERS                | 216,235          | 213,531          | 233,630          | 221,764          | 221,764          |
| 416000 COMMUNITY WORK SERVICE | 311,381          | 345,580          | 318,601          | 310,772          | 310,772          |
| 417000 FAMILY COURT SERVICES  | 560,342          | 535,932          | 547,412          | 560,130          | 560,130          |
| <b>GRAND TOTAL</b>            | <b>2,909,098</b> | <b>2,997,121</b> | <b>3,050,216</b> | <b>3,061,019</b> | <b>3,061,019</b> |

## SUMMARY OF BUDGET GRANTS

**\$30,000**

## JUDICIAL

### FINANCIAL NOTES:

| FY 16     | FY 17     | CHANGE  | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                                                                   |
|-----------|-----------|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2,450,957 | 2,464,636 | 13,679  | <p><u>PERSONAL SERVICES</u> increase \$13,679</p> <p>Increase due to the FY 17 Merit Salary increase of 3%, salary adjustments and turnover. Adjustments were also made to pension, workers' compensation, health benefits, and the Post Employment Health Plan (PEHP).</p>                                                        |
| 452,386   | 452,700   | 314     | <p><u>CONTRACTUAL SERVICES</u> increase \$314</p> <p>Adjustments were made to telephone service, other professional services, and other rents and utilities based on actual expense history.</p>                                                                                                                                   |
| 89,410    | 86,855    | (2,555) | <p><u>SUPPLIES AND MATERIALS</u> decrease (\$2,555)</p> <p>Increases in general office mailing and equipment repair parts based on actual expense history and anticipated expenses; decreases were made to computer software and computer hardware based on one-time expenses in FY 16 for Child Support calculation software.</p> |
| 36,020    | 35,248    | (772)   | <p><u>MISCELLANEOUS</u> decrease (\$772)</p> <p>Grants and Contributions</p>                                                                                                                                                                                                                                                       |

**DEPARTMENT STAFF SUMMARY  
JUDICIAL**

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Administrative Assistant I           | 4.00             | 151,964          | 5.00             | 197,544          | 5.00             | 200,232          |
| Administrative Assistant II          | 1.00             | 56,453           | 1.00             | 46,903           | 1.00             | 48,310           |
| Assistant to Jury Commissioner       | 1.00             | 47,307           | 1.00             | 48,307           | 1.00             | 49,756           |
| Community Work Service Case Manager  | 2.00             | 95,453           | 3.00             | 135,581          | 3.00             | 131,839          |
| Community Work Service Counselor     | 1.00             | 47,015           | 0.00             | 0                | 0.00             | 0                |
| Court Administrator                  | 1.00             | 79,346           | 1.00             | 80,346           | 1.00             | 82,756           |
| Court Reporter I                     | 2.00             | 124,449          | 2.00             | 126,449          | 1.00             | 67,953           |
| Court Reporter II                    | 4.00             | 343,318          | 4.00             | 347,318          | 4.00             | 334,614          |
| Criminal Assignment Clerk            | 1.00             | 47,307           | 1.00             | 48,307           | 1.00             | 42,038           |
| Director, Community Work Svc Program | 1.00             | 52,923           | 1.00             | 58,798           | 1.00             | 60,562           |
| Director, Family Court Services      | 1.00             | 101,985          | 1.00             | 102,985          | 1.00             | 106,075          |
| Evaluator/Mediator                   | 1.00             | 73,515           | 1.00             | 74,515           | 1.00             | 76,750           |
| Family Services Coordinator          | 1.00             | 54,756           | 1.00             | 55,756           | 1.00             | 57,429           |
| Jury Commissioner                    | 1.00             | 56,862           | 1.00             | 57,862           | 1.00             | 59,598           |
| Law Clerk (Bar Member)               | 1.00             | 43,895           | 1.00             | 41,092           | 1.00             | 47,386           |
| Law Clerk (Non-Bar Member)           | 0.00             | 0                | 0.00             | 0                | 1.00             | 40,515           |
| Secretary I (Judicial)               | 2.00             | 83,656           | 2.00             | 85,656           | 3.00             | 143,164          |
| Secretary II (Judicial)              | 3.00             | 147,225          | 2.00             | 96,887           | 2.00             | 112,910          |
| Secretary III (Judicial)             | 1.00             | 65,072           | 2.00             | 132,144          | 1.00             | 68,054           |
| <b>FULL-TIME SALARIES</b>            | 29.00            | 1,672,501        | 30.00            | 1,736,450        | 30.00            | 1,729,941        |
| <b>SALARY OFFSET</b>                 |                  | 0                |                  | (15,000)         |                  | 0                |
| <b>TOTAL FULL-TIME SALARIES</b>      |                  | 1,672,501        |                  | 1,721,450        |                  | 1,729,941        |
| <b>TEMPORARY SALARIES</b>            |                  | 45,370           |                  | 17,472           |                  | 22,412           |
| <b>SALARY TOTAL</b>                  | <b>29.00</b>     | <b>1,717,871</b> | <b>30.00</b>     | <b>1,738,922</b> | <b>30.00</b>     | <b>1,752,353</b> |

**DEPARTMENT STAFF SUMMARY  
JUDICIAL**

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                 |                  | 167,086            |                  | 165,378          |                  | 175,235          |
| Workers' Compensation                |                  | 3,847              |                  | 3,270            |                  | 5,957            |
| Health Benefits                      |                  | 311,825            |                  | 324,661          |                  | 328,979          |
| PEHP                                 |                  | 66,480             |                  | 81,360           |                  | 63,716           |
| FICA                                 |                  | 131,417            |                  | 133,026          |                  | 134,056          |
| Miscellaneous                        |                  | 4,340              |                  | 4,340            |                  | 4,340            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>684,995</b>     |                  | <b>712,035</b>   |                  | <b>712,283</b>   |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>29.00</b>     | <b>2,402,866 *</b> | <b>30.00</b>     | <b>2,450,957</b> | <b>30.00</b>     | <b>2,464,636</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**JUDICIAL**  
**Circuit Court**  
**Index #411000**

**ORIGIN/PURPOSE:**

The Circuit Court of Harford County is a Court of general jurisdiction which hears and decides a wide variety of cases. On the civil side, it hears cases (1) where the amount in dispute is in excess of \$10,000 and the parties have requested a jury trial, (2) family law cases, (3) administrative appeals, and (4) numerous similar actions. On the criminal side, it hears criminal cases where a serious violation of the law is alleged and/or party has requested a jury trial.

**FY 17 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

- 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:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 1,342,436                | 1,404,691                | 1,423,306                            | 1,393,223                               | 1,393,223                |
| 20 CONTRACTUAL SERVICES             | 16,757                   | 15,485                   | 22,150                               | 22,500                                  | 22,500                   |
| 30 SUPPLIES AND MATERIALS           | 50,906                   | 75,348                   | 48,630                               | 40,000                                  | 40,000                   |
| 40 BUSINESS AND TRAVEL              | 10,081                   | 10,667                   | 14,500                               | 14,500                                  | 14,500                   |
| 50 CAPITAL OUTLAY                   | 14,351                   | 336                      | 0                                    | 0                                       | 0                        |
| 70 MISCELLANEOUS                    | 1,500                    | 1,500                    | 1,500                                | 1,500                                   | 1,500                    |
| <b>GRAND TOTAL</b>                  | <b><u>1,436,031</u></b>  | <b><u>1,508,027</u></b>  | <b><u>1,510,086</u></b>              | <b><u>1,471,723</u></b>                 | <b><u>1,471,723</u></b>  |

**FUNDING SOURCE:**

|            |                         |                         |                         |                         |                         |
|------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL | <b><u>1,436,031</u></b> | <b><u>1,508,027</u></b> | <b><u>1,510,086</u></b> | <b><u>1,471,723</u></b> | <b><u>1,471,723</u></b> |
|------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

**JUDICIAL  
Circuit Court  
Index #411000**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                            |
|--------------|--------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              |              |               | <u>PERSONAL SERVICES</u> decrease (\$30,083)                                                                                                                                                       |
| 1,423,306    | 1,393,223    | (30,083)      | Adjustments were made due to staff turnover and salary offsets, the FY 17 Merit Salary increase of 3%, pension, workers' compensation, health benefits and the Post Employment Health Plan (PEHP). |
|              |              |               | <u>CONTRACTUAL SERVICES</u> increase \$350                                                                                                                                                         |
| 22,150       | 22,500       | 350           | Increase in Other Rents & Utilities based on actuals for storage of stenographers' records.                                                                                                        |
|              |              |               | <u>SUPPLIES AND MATERIALS</u> decrease (\$8,630)                                                                                                                                                   |
| 48,630       | 40,000       | (8,630)       | Decrease in Computer Software and Hardware due to one-time expenses in FY 16.                                                                                                                      |

**DIVISION STAFF SUMMARY**  
**Circuit Court**  
**Index #411000**

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Administrative Assistant II          | 0.00             | 0                  | 1.00             | 46,903           | 1.00             | 48,310           |
| Court Administrator                  | 1.00             | 79,346             | 1.00             | 80,346           | 1.00             | 82,756           |
| Court Reporter I                     | 2.00             | 124,449            | 2.00             | 126,449          | 1.00             | 67,953           |
| Court Reporter II                    | 4.00             | 343,318            | 4.00             | 347,318          | 4.00             | 334,614          |
| Criminal Assignment Clerk            | 1.00             | 47,307             | 1.00             | 48,307           | 1.00             | 42,038           |
| Law Clerk (Bar Member)               | 1.00             | 43,895             | 1.00             | 41,092           | 1.00             | 47,386           |
| Law Clerk (Non-Bar Member)           | 0.00             | 0                  | 0.00             | 0                | 1.00             | 40,515           |
| Secretary I (Judicial)               | 2.00             | 83,656             | 2.00             | 85,656           | 3.00             | 143,164          |
| Secretary II (Judicial)              | 3.00             | 147,225            | 2.00             | 96,887           | 2.00             | 112,910          |
| Secretary III (Judicial)             | 1.00             | 65,072             | 2.00             | 132,144          | 1.00             | 68,054           |
| <b>FULL-TIME SALARIES</b>            | 15.00            | 934,268            | 16.00            | 1,005,102        | 16.00            | 987,701          |
| <b>SALARY OFFSET</b>                 |                  | 0                  |                  | (8,000)          |                  |                  |
| <b>TOTAL FULL TIME SALARIES</b>      | 15.00            | 934,268            | 16.00            | 997,102          | 16.00            | 987,701          |
| <b>TEMPORARY SALARIES</b>            |                  | 27,898             |                  | 0                |                  | 0                |
| <b>SALARY TOTAL</b>                  | <b>15.00</b>     | <b>962,166</b>     | <b>16.00</b>     | <b>997,102</b>   | <b>16.00</b>     | <b>987,701</b>   |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                 |                  | 96,217             |                  | 99,710           |                  | 98,770           |
| Workers' Compensation                |                  | 2,149              |                  | 1,894            |                  | 3,358            |
| Health Benefits                      |                  | 164,837            |                  | 205,402          |                  | 191,863          |
| PEHP                                 |                  | 35,456             |                  | 40,680           |                  | 33,732           |
| FICA                                 |                  | 73,605             |                  | 76,278           |                  | 75,559           |
| Miscellaneous                        |                  | 2,240              |                  | 2,240            |                  | 2,240            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>374,504</b>     |                  | <b>426,204</b>   |                  | <b>405,522</b>   |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>15.00</b>     | <b>1,336,670 *</b> | <b>16.00</b>     | <b>1,423,306</b> | <b>16.00</b>     | <b>1,393,223</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**JUDICIAL**  
**Jury Services**  
**Index #412000**

**ORIGIN/PURPOSE:**

The Maryland Constitution as well as Maryland statutory and case law provide that parties to civil cases and defendants in criminal cases are entitled to a speedy trial by an impartial jury.

The preservation of this constitutional right to jury trial is the responsibility of the Circuit Court for Harford County. The Court must ensure proper jury selection procedures and has established a jury selection plan which is approved by the Court of Appeals of Maryland. Individuals who serve on juries are given a token compensation for their services.

This budgetary account provides for costs associated with jury service, including fees and miscellaneous expenses.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 20 CONTRACTUAL SERVICES             | 180,490                  | 181,410                  | 225,000                              | 225,000                                 | 225,000                  |
| 30 SUPPLIES AND MATERIALS           | <u>4,785</u>             | <u>3,908</u>             | <u>6,900</u>                         | <u>7,000</u>                            | <u>7,000</u>             |
| <b>GRAND TOTAL</b>                  | <b><u>185,275</u></b>    | <b><u>185,318</u></b>    | <b><u>231,900</u></b>                | <b><u>232,000</u></b>                   | <b><u>232,000</u></b>    |

**FUNDING SOURCE:**

|            |                |                |                |                |                |
|------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL | <u>185,275</u> | <u>185,318</u> | <u>231,900</u> | <u>232,000</u> | <u>232,000</u> |
|------------|----------------|----------------|----------------|----------------|----------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                         |
|--------------|--------------|---------------|-----------------------------------------------------------------------------------------------------------------|
| 6,900        | 7,000        | 100           | <u>SUPPLIES AND MATERIALS</u> increase \$100<br>Increase in Ice & Bottled Water based on actual expense history |



**JUDICIAL  
Grand Jury  
Index #413000**

**ORIGIN/PURPOSE:**

Under Maryland law, the Grand Jury performs an important function in the administration of the criminal law. It is not a judicial body, but is an accusing body. It has been preserved as an institution necessary for the preservation of the peace, good order, and dignity of the state in bringing to trial those guilty of violations of law, and protecting people from being put on trial for frivolous, unfounded, or false accusations.

The Grand Jury's function is to investigate violations of the criminal law and this function is ordinarily accomplished by indictments or presentments. Various statutory duties are also imposed on the Grand Jury. At least once each calendar year, the Grand Jury must visit the local jail and inquire into its condition, the manner in which it is kept, and the treatment of the prisoners, and report their findings to the Court. The Grand Jury in Harford County is selected from the list of local voters. Its function is to decide whether a person suspected of committing a crime should be indicted. Evidence is presented to the Grand Jury by the State's Attorney, law enforcement officers, and witnesses. A determination is made and the indictments and/or no-bills are presented to the Circuit Court for Harford County.

The Grand Jury operating budget appropriates funding for costs associated with Grand Jury services, including fees and miscellaneous expenses.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 20 CONTRACTUAL SERVICES             | 10,300                   | 13,100                   | 14,000                               | 14,000                                  | 14,000                   |
| <b>GRAND TOTAL</b>                  | <b>10,300</b>            | <b>13,100</b>            | <b>14,000</b>                        | <b>14,000</b>                           | <b>14,000</b>            |

**FUNDING SOURCE:**

|            |        |        |        |        |        |
|------------|--------|--------|--------|--------|--------|
| 11 GENERAL | 10,300 | 13,100 | 14,000 | 14,000 | 14,000 |
|------------|--------|--------|--------|--------|--------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b> |
|--------------|--------------|---------------|-----------------------------------------|
|              |              |               | <u>CONTRACTUAL SERVICES</u>             |
| 14,000       | 14,000       | 0             | Juror's Fees - Flat lined for FY 17     |

**JUDICIAL**  
**Jury Commissioner**  
**Index #414000**

**ORIGIN/PURPOSE:**

The Jury Commissioner is responsible for developing and maintaining procedures for random selection of Grand and Petit Jurors in accordance with applicable statutes and local jury selection plans and regulations. Additionally, the Jury Commissioner is charged with efficient and effective management of the jury selection process and oversight and control of general office administration to ensure proper selection and usage of jurors.

**FY 17 GOALS:**

2. TO CONTINUE TO REVIEW THE JURY SELECTION PROCESS IN ORDER TO BRING IT IN CONFORMANCE WITH 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

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 160,918                  | 172,636                  | 166,888                              | 216,755                                 | 216,755                  |
| 20 CONTRACTUAL SERVICES             | 12,067                   | 3,787                    | 7,386                                | 7,350                                   | 7,350                    |
| 30 SUPPLIES AND MATERIALS           | 16,202                   | 18,960                   | 20,080                               | 26,080                                  | 26,080                   |
| 40 BUSINESS AND TRAVEL              | 347                      | 165                      | 233                                  | 445                                     | 445                      |
| 50 CAPITAL OUTLAY                   | 0                        | 85                       | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>189,534</b>           | <b>195,633</b>           | <b>194,587</b>                       | <b>250,630</b>                          | <b>250,630</b>           |

**FUNDING SOURCE:**

|            |                |                |                |                |                |
|------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL | <b>189,534</b> | <b>195,633</b> | <b>194,587</b> | <b>250,630</b> | <b>250,630</b> |
|------------|----------------|----------------|----------------|----------------|----------------|

|                                                                                                            |
|------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>JUDICIAL</b><br/> <b>Jury Commissioner</b><br/> <b>Index #414000</b></p> |
|------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                    |
|--------------|--------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              |              |               | <u>PERSONAL SERVICES</u> increase \$49,867                                                                                                                                                                                 |
| 166,888      | 216,755      | 49,867        | Increase due to one (1) position transferred in from Community Work Service, the FY 17 Merit Salary increase of 3%; and adjustments to health benefits, workers' compensation, and the Post Employment Health Plan (PEHP). |
|              |              |               | <u>SUPPLIES AND MATERIALS</u> increase \$6,000                                                                                                                                                                             |
| 20,080       | 26,080       | 6,000         | Increase in General Office Mailing based on actual expense history and anticipated expenses for FY 17                                                                                                                      |
|              |              |               | <u>BUSINESS &amp; TRAVEL</u> increase \$212                                                                                                                                                                                |
| 233          | 445          | 212           | Increase in Mileage due to training for jury commissioners and assistants                                                                                                                                                  |

# DIVISION STAFF SUMMARY

Jury Commissioner

Index #414000

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Assistant I           | 0                | 0                | 0.00             | 0              | 1.00             | 36,033         |
| Assistant to Jury Commissioner       | 1.00             | 47,307           | 1.00             | 48,307         | 1.00             | 49,756         |
| Jury Commissioner                    | 1.00             | 56,862           | 1.00             | 57,862         | 1.00             | 59,598         |
| <b>FULL-TIME SALARIES</b>            | 2.00             | 104,169          | 2.00             | 106,169        | 3.00             | 145,387        |
| <b>SALARY OFFSET</b>                 |                  | 0                |                  | (1,000)        |                  | 0              |
| <b>TOTAL FULL-TIME SALARIES</b>      | 2.00             | 104,169          | 2.00             | 105,169        | 3.00             | 145,387        |
| <b>TEMPORARY SALARIES</b>            |                  | 17,472           |                  | 17,472         |                  | 0              |
| <b>SALARY TOTAL</b>                  | <b>2.00</b>      | <b>121,641</b>   | <b>2.00</b>      | <b>122,641</b> | <b>3.00</b>      | <b>145,387</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension & Retirement                 |                  | 12,164           |                  | 12,264         |                  | 14,539         |
| Workers' Compensation                |                  | 240              |                  | 200            |                  | 494            |
| Health Benefits                      |                  | 16,825           |                  | 17,461         |                  | 37,297         |
| PEHP                                 |                  | 4,432            |                  | 4,520          |                  | 7,496          |
| FICA                                 |                  | 9,306            |                  | 9,382          |                  | 11,122         |
| Miscellaneous                        |                  | 420              |                  | 420            |                  | 420            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>43,387</b>    |                  | <b>44,247</b>  |                  | <b>71,368</b>  |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>2.00</b>      | <b>165,028 *</b> | <b>2.00</b>      | <b>166,888</b> | <b>3.00</b>      | <b>216,755</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

|                                                                                  |
|----------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>JUDICIAL<br/>Masters<br/>Index #415000</b></p> |
|----------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

A Master is an Attorney who is appointed by and serves at the pleasure of the Judges of the Circuit Court and who is responsible for hearing all matters referred to him by the Court. One Master hears all juvenile cases. All the Masters hear domestic cases. The duties of the Master are:

- o Conduct hearings on matters referred to them. These matters include petitions filed by the Department of Juvenile Services alleging that a child is delinquent; petitions filed by the Department of Social Services alleging that a child has been abused or neglected; and domestic relations cases.
- o Conduct hearings for family law cases referred to them
- o Record all proceedings of hearings
- o Direct the issuance of a subpoena for witnesses and/or documents
- o Rule upon the admissibility of evidence
- o Examine witnesses when necessary
- o Convene, continue and adjourn the hearings as necessary
- o Make findings of facts and conclusions of law, and submit them to the presiding Judge of the Circuit Court for review.

In accordance with applicable State law, an appointment of a Master for both domestic relations matters and juvenile cases by the Judges of the Circuit Court of Harford County. The appointment must be approved by the Chief Judge of Appeals.

**FY 17 GOALS:**

4. TO REFINE AND MODIFY THE SCHEDULING AND HEARINGS OF JUVENILE CASES TO ENSURE THAT THESE MATTERS ARE HEARD AND DECIDED AS EXPEDITIOUSLY AS POSSIBLE WHILE DOING JUSTICE TO THE VICTIMS, THE JUVENILES AND THE CITIZENS OF HARFORD COUNTY

- o To have 100% of all Child in Need Assistance (CINA) shelter cases adjudicated within thirty (30) days and all CINA non-shelter cases adjudicated within sixty (60) days pursuant to the Case Flow Guidelines established by the Administrative Office of the Courts.
- o To expedite the hearing and disposition of child support, alimony and uncontested divorce cases

**JUDICIAL  
Masters  
Index #415000**

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14      | AUDITED<br>FY 15      | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17      |
|-------------------------------------|-----------------------|-----------------------|-----------------------------|--------------------------------|-----------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                       |                       |                             |                                |                       |
| 10 PERSONAL SERVICES                | 175,861               | 169,089               | 184,060                     | 172,966                        | 172,966               |
| 20 CONTRACTUAL SERVICES             | 4,038                 | 7,253                 | 5,550                       | 5,550                          | 5,550                 |
| 30 SUPPLIES AND MATERIALS           | 4,565                 | 5,368                 | 6,000                       | 6,000                          | 6,000                 |
| 40 BUSINESS AND TRAVEL              | 1,771                 | 1,821                 | 3,500                       | 3,500                          | 3,500                 |
| 70 MISCELLANEOUS                    | 30,000                | 30,000                | 34,520                      | 33,748                         | 33,748                |
| <b>GRAND TOTAL</b>                  | <b><u>216,235</u></b> | <b><u>213,531</u></b> | <b><u>233,630</u></b>       | <b><u>221,764</u></b>          | <b><u>221,764</u></b> |
| <b><u>FUNDING SOURCE:</u></b>       |                       |                       |                             |                                |                       |
| 11 GENERAL                          | <b><u>216,235</u></b> | <b><u>213,531</u></b> | <b><u>233,630</u></b>       | <b><u>221,764</u></b>          | <b><u>221,764</u></b> |

**FINANCIAL NOTES:**

| FY 16   | FY 17   | CHANGE   | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                   |
|---------|---------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 184,060 | 172,966 | (11,094) | <u>PERSONAL SERVICES</u> decrease (11,094)<br>Change is due to a decrease in health benefits, the FY 17 Merit Salary increase of 3%, and adjustments to workers' compensation, pension and the Post Employment Health Plan (PEHP). |
| 34,520  | 33,748  | (772)    | <u>MISCELLANEOUS</u> decrease (\$772)<br>Grants & Contributions - PEHP expense for CASA grant                                                                                                                                      |

# DIVISION STAFF SUMMARY

Masters

Index #415000

| POSITION TITLE                       | ENACTED<br>FY 15   |                         | ENACTED<br>FY 16   |                       | ENACTED<br>FY 17   |                       |
|--------------------------------------|--------------------|-------------------------|--------------------|-----------------------|--------------------|-----------------------|
|                                      | POSITIONS          | SALARIES                | POSITIONS          | SALARIES              | POSITIONS          | SALARIES              |
| Administrative Assistant I           | <u>3.00</u>        | <u>114,836</u>          | <u>3.00</u>        | <u>117,836</u>        | <u>3.00</u>        | <u>121,371</u>        |
| <b>FULL-TIME SALARIES</b>            | <u>3.00</u>        | <u>114,836</u>          | <u>3.00</u>        | <u>117,836</u>        | <u>3.00</u>        | <u>121,371</u>        |
| <b>SALARY OFFSET</b>                 | <u></u>            | <u>0</u>                | <u></u>            | <u>(1,500)</u>        | <u></u>            | <u>0</u>              |
| <b>TOTAL FULL-TIME SALARIES</b>      | <u><b>3.00</b></u> | <u><b>114,836</b></u>   | <u><b>3.00</b></u> | <u><b>116,336</b></u> | <u><b>3.00</b></u> | <u><b>121,371</b></u> |
| <b>OTHER PERSONAL SERVICES</b>       |                    |                         |                    |                       |                    |                       |
| Pension & Retirement                 |                    | 11,484                  |                    | 11,634                |                    | 12,137                |
| Workers' Compensation                |                    | 264                     |                    | 221                   |                    | 413                   |
| Health Benefits                      |                    | 39,070                  |                    | 37,510                |                    | 21,844                |
| PEHP                                 |                    | 8,864                   |                    | 9,040                 |                    | 7,496                 |
| FICA                                 |                    | 8,785                   |                    | 8,899                 |                    | 9,285                 |
| Miscellaneous                        | <u></u>            | <u>420</u>              | <u></u>            | <u>420</u>            | <u></u>            | <u>420</u>            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                    | <b>68,887</b>           |                    | <b>67,724</b>         |                    | <b>51,595</b>         |
| <b>TOTAL PERSONAL SERVICES</b>       | <u><b>3.00</b></u> | <u><b>183,723 *</b></u> | <u><b>3.00</b></u> | <u><b>184,060</b></u> | <u><b>3.00</b></u> | <u><b>172,966</b></u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**JUDICIAL**  
**Community Work Service**  
**Index #416000**

**ORIGIN/PURPOSE:**

The Community Work Service Program (CWS), instituted on July 1, 1985, is a form of alternative sentencing imposed upon offenders by the Courts of Harford County or the Juvenile Services Administration. At the discretion of the presiding Judge, nonviolent offenders are assigned to community work service in lieu of more traditional sanctions. By performing work service, the community and the offender benefit directly. These offenders are able to "pay back" the community for the crime committed against the County; and participating private, nonprofit institutions and/or agencies, benefit from the work service performed on their behalf.

Beneficiaries of this program include Harford County Government (landfills, construction, and facilities maintenance), hospitals, churches, various volunteer fire departments and schools.

**FY 17 GOALS:**

5. TO PROVIDE AN OPPORTUNITY FOR NON-VIOLENT OFFENDERS TO PAY BACK TO THE COMMUNITY THROUGH THE PERFORMANCE OF COMMUNITY WORK SERVICE

- o To increase the number of government agencies and non-profit organizations that offer community work service opportunities to non-violent offenders by 10%.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 305,549                  | 339,919                  | 310,001                              | 302,797                                 | 302,797                  |
| 20 CONTRACTUAL SERVICES             | 2,756                    | 2,534                    | 3,950                                | 3,950                                   | 3,950                    |
| 30 SUPPLIES AND MATERIALS           | 2,240                    | 2,366                    | 3,500                                | 2,950                                   | 2,950                    |
| 40 BUSINESS AND TRAVEL              | 836                      | 761                      | 1,150                                | 1,075                                   | 1,075                    |
| <b>GRAND TOTAL</b>                  | <b><u>311,381</u></b>    | <b><u>345,580</u></b>    | <b><u>318,601</u></b>                | <b><u>310,772</u></b>                   | <b><u>310,772</u></b>    |

**FUNDING SOURCE:**

|            |                       |                       |                       |                       |                       |
|------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 11 GENERAL | <b><u>311,381</u></b> | <b><u>345,580</u></b> | <b><u>318,601</u></b> | <b><u>310,772</u></b> | <b><u>310,772</u></b> |
|------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|



**JUDICIAL**  
**Community Work Service**  
**Index #416000**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                     |
|--------------|--------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              |              |               | <u>PERSONAL SERVICES</u> decrease (\$7,204)                                                                                                                                                                                                                                 |
| 310,001      | 302,797      | (7,204)       | Adjustments made due to staff turnover, the FY 17 Merit Salary increase of 3%, and the transfer of one (1) position out and one (1) position in. Adjustments were also made to pension, workers' compensation, health benefits, and the Post Employment Health Plan (PEHP). |
|              |              |               | <u>SUPPLIES AND MATERIALS</u> decrease (\$550)                                                                                                                                                                                                                              |
| 3,500        | 2,950        | (550)         | Decrease in Commercial Printing and Duplicating Machine Supplies based on actual expense history.                                                                                                                                                                           |

**DIVISION STAFF SUMMARY**  
**Community Work Services**  
**Index #416000**

| POSITION TITLE                       | ENACTED<br>FY 15 |           | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|--------------------------------------|------------------|-----------|------------------|----------|------------------|----------|
|                                      | POSITIONS        | SALARIES  | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| Administrative Assistant I           | 1.00             | 37,128    | 1.00             | 38,128   | 0.00             | 0        |
| Community Work Service Case Manager  | 2.00             | 95,453    | 3.00             | 135,581  | 3.00             | 131,839  |
| Community Work Service Counselor     | 1.00             | 47,015    | 0.00             | 0        | 0.00             | 0        |
| Director, Community Work Svc Program | 1.00             | 52,923    | 1.00             | 58,798   | 1.00             | 60,562   |
| <b>FULL-TIME SALARIES</b>            | 5.00             | 232,519   | 5.00             | 232,507  | 4.00             | 192,401  |
| <b>SALARY OFFSET</b>                 |                  | 0         |                  | (2,500)  |                  | 0        |
| <b>TOTAL FULL-TIME SALARIES</b>      | 5.00             | 232,519   | 5.00             | 230,007  | 4.00             | 192,401  |
| <b>TEMPORARY SALARIES</b>            |                  | 0         |                  | 0        |                  | 22,412   |
| <b>SALARY TOTAL</b>                  | 5.00             | 232,519   | 5.00             | 230,007  | 4.00             | 214,813  |
| <b>OTHER PERSONAL SERVICES</b>       |                  |           |                  |          |                  |          |
| Pension & Retirement                 |                  | 18,550    |                  | 14,486   |                  | 21,481   |
| Workers' Compensation                |                  | 535       |                  | 437      |                  | 730      |
| Health Benefits                      |                  | 45,979    |                  | 28,696   |                  | 41,143   |
| PEHP                                 |                  | 13,296    |                  | 18,080   |                  | 7,496    |
| FICA                                 |                  | 17,788    |                  | 17,595   |                  | 16,434   |
| Miscellaneous                        |                  | 700       |                  | 700      |                  | 700      |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | 96,848    |                  | 79,994   |                  | 87,984   |
| <b>TOTAL PERSONAL SERVICES</b>       | 5.00             | 329,367 * | 5.00             | 310,001  | 4.00             | 302,797  |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**JUDICIAL**  
**Family Court Services Division**  
**Index #417000**

**ORIGIN/PURPOSE:**

The role of the Social Worker is to develop, implement and direct a program that will include evaluation/mediation for parties to domestic cases who have disputes over custody, visitation and similar issues. Working directly with the parties in both individual and joint sessions, the Social Worker addresses issues that may arise such as mutual cooperation, child development, and child safety. The goal of the program is to assist parties in resolving their problems themselves instead of resorting to time consuming and unproductive court hearings. The Court also established a Facilitated Visitation Program. In cases where a claim is made that a parent has not seen a child for such a significant period that they are a stranger to the child, or there are allegations of sexual abuse, the Social Worker is retained to supervise visitation. The facilitator files a report after each visit and assists the Court in the evaluation of the case. Psychological/Psychiatric Evaluations: properly done evaluations which assist the Court in determining whether further psychological/psychiatric counseling is needed and greatly expedites any referral for such assistance.

Parenting Program: aimed at assisting single/divorced parents in understanding such areas as child development, the separation process, and the psychological aspects of divorce.

Home Studies: a qualified individual evaluates a home suitability or other physical aspects of the environment where a child will be and reports to the Court. In every case where services are needed, every attempt is made to have those services provided privately with the expenses to be paid by either parties or their medical insurance. Where this is not possible, the parties are assessed on a sliding scale basis and the monies paid into the County's General Fund.

**FY 17 GOALS:**

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

**JUDICIAL**  
**Family Court Services Division**  
**Index #417000**

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 397,288          | 373,629          | 366,702                     | 378,895                        | 378,895          |
| 20 CONTRACTUAL SERVICES             | 157,558          | 156,277          | 174,350                     | 174,350                        | 174,350          |
| 30 SUPPLIES AND MATERIALS           | 3,536            | 4,027            | 4,300                       | 4,825                          | 4,825            |
| 40 BUSINESS AND TRAVEL              | 1,960            | 1,999            | 2,060                       | 2,060                          | 2,060            |
| <b>GRAND TOTAL</b>                  | <b>560,342</b>   | <b>535,932</b>   | <b>547,412</b>              | <b>560,130</b>                 | <b>560,130</b>   |

**FUNDING SOURCE:**

|            |         |         |         |         |         |
|------------|---------|---------|---------|---------|---------|
| 11 GENERAL | 560,342 | 535,932 | 547,412 | 560,130 | 560,130 |
|------------|---------|---------|---------|---------|---------|

**FY 16      FY 17      CHANGE**

**EXPLANATION OF INCREASE/DECREASE**

|         |         |        |                                                                                                                                                                   |
|---------|---------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|         |         |        | <u>PERSONAL SERVICES</u> increase \$12,193                                                                                                                        |
| 366,702 | 378,895 | 12,193 | Increase due to the FY 17 Merit Salary increase of 3%, a salary offset from FY 16, and adjustments to health benefits and the Post Employment Health Plan (PEHP). |
|         |         |        | <u>SUPPLIES AND MATERIALS</u> increase \$525                                                                                                                      |
| 4,300   | 4,825   | 525    | Increase in General Office Mailing and Commercial Printing based on actual expense history                                                                        |

**DIVISION STAFF SUMMARY**  
**Family Court Service Division**  
**Index #417000**

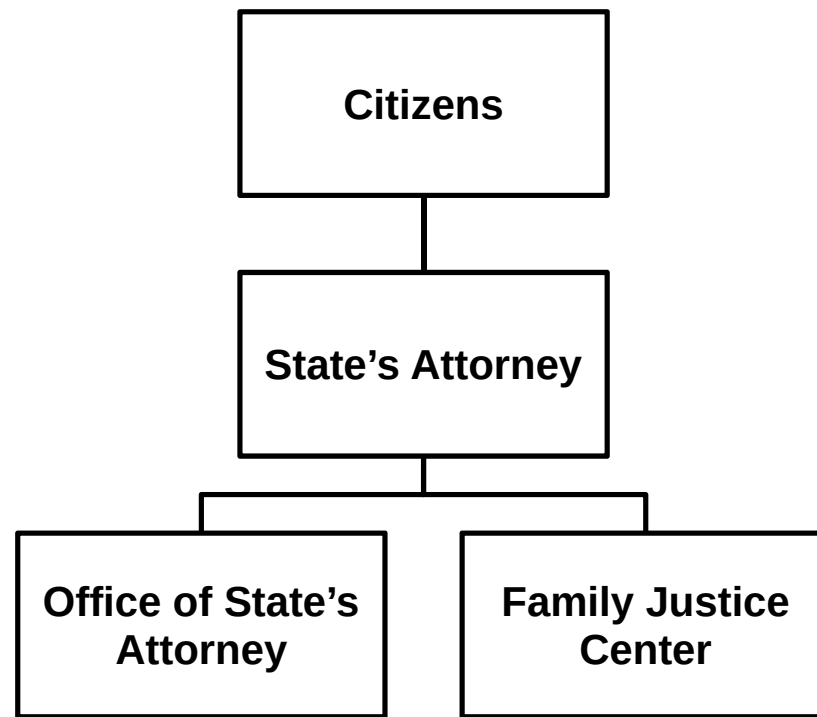
| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Assistant I           | 0.00             | 0                | 1.00             | 41,580         | 1.00             | 42,827         |
| Administrative Assistant II          | 1.00             | 56,453           | 0.00             | 0              | 0.00             | 0              |
| Director, Family Court Services      | 1.00             | 101,985          | 1.00             | 102,985        | 1.00             | 106,075        |
| Evaluator/Mediator                   | 1.00             | 73,515           | 1.00             | 74,515         | 1.00             | 76,750         |
| Family Services Coordinator          | 1.00             | 54,756           | 1.00             | 55,756         | 1.00             | 57,429         |
| <b>FULL-TIME SALARIES</b>            | 4.00             | 286,709          | 4.00             | 274,836        | 4.00             | 283,081        |
| <b>SALARY OFFSET</b>                 |                  | 0                |                  | (2,000)        |                  | 0              |
| <b>TOTAL FULL-TIME SALARIES</b>      | <b>4.00</b>      | <b>286,709</b>   | <b>4.00</b>      | <b>272,836</b> | <b>4.00</b>      | <b>283,081</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension & Retirement                 |                  | 28,671           |                  | 27,284         |                  | 28,308         |
| Workers' Compensation                |                  | 659              |                  | 518            |                  | 962            |
| Health Benefits                      |                  | 45,114           |                  | 35,592         |                  | 36,832         |
| PEHP                                 |                  | 4,432            |                  | 9,040          |                  | 7,496          |
| FICA                                 |                  | 21,933           |                  | 20,872         |                  | 21,656         |
| Miscellaneous                        |                  | 560              |                  | 560            |                  | 560            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>101,369</b>   |                  | <b>93,866</b>  |                  | <b>95,814</b>  |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>4.00</b>      | <b>388,078 *</b> | <b>4.00</b>      | <b>366,702</b> | <b>4.00</b>      | <b>378,895</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

### Circuit Court for Harford County - Anticipated FY17 Grants

| TITLE OF GRANT                       | GRANT PURPOSE                                                                                                                                                                                                          | Source of Anticipated Funding |                  |                  |                 | Grant Dates       | Recurring or One Time |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------------|------------------|-----------------|-------------------|-----------------------|
|                                      |                                                                                                                                                                                                                        | Federal                       | State            | Other            | County Match    |                   |                       |
| Family Court Services                | This grant funds numerous programs and services for Alternative Dispute Resolution, facilitated visitation, psychological evaluations, personnel and services for children's groups, and child custody investigations. |                               | \$360,030        |                  |                 | 7/1/16 - 6/30/17  | Recurring             |
| CASA                                 | This grant focuses on representing the best interest of abused, neglected and dependent children in Court proceedings.                                                                                                 |                               | \$86,510         | \$ 49,133        | \$30,000        | 7/1/16 - 6/30/17  | Recurring             |
| Access/Visitation Program            | Provide access/visitation services to non-custodial parents. Goal is to develop and produce 50 visitation plans targeting separated families in which child support and access is the issue.                           | \$212,588                     |                  |                  |                 | 10/1/16 - 9/30/19 | Recurring             |
| Transition-Age Youth Initiative      | This program supports specialized training for advocates who work with transition-age youth to prepare them for independent living.                                                                                    | \$14,643`                     |                  | \$ 7,915         |                 | 10/1/16 - 9/30/17 | Recurring             |
| Child in Need of Assistance Advocacy | This program sassists in developing and implementing strategies specifically intended to provide assistance to victims of crime in the State of Maryland.                                                              | \$33,915                      |                  | \$ 8,478         |                 | 10/1/16 - 9/30/17 | Recurring             |
| <b>TOTALS:</b>                       |                                                                                                                                                                                                                        | <b>\$246,503</b>              | <b>\$446,540</b> | <b>\$ 65,526</b> | <b>\$30,000</b> |                   |                       |

# OFFICE OF STATE'S ATTORNEY



## STATE'S ATTORNEY

### **ORIGIN/PURPOSE:**

The State's Attorney, created by Article V, Section 7 of the Maryland Constitution, represents the State in all criminal actions. Harford County pays the office's expenses.

The State's Attorney is elected by the County voters to a four-year term with no term limit. He/she assists the police in investigating crime in Harford County. This Office presents certain criminal cases to the Grand Jury; acts as the jury's legal advisor and provides prosecutors for the Circuit, District and Juvenile Courts. The office participates in Harford County School programs. State's Attorneys also provide basic training to the County Sheriff's Academy and in-service training programs for various law enforcement agencies.

The Office holds membership in the Harford County Task Force, the Harford County Child Advocacy Center, and the Harford County Family Justice Center. Through Federal and State grants, the State's Attorney provides assistance in establishing and enforcing child support orders and offers advocate services to victims of crime and their families.

### **MISSION STATEMENT:**

THE MISSION OF THE STATE'S ATTORNEY'S OFFICE IS TO SEEK JUSTICE BY ENSURING THAT THE RIGHTS OF VICTIMS AND CITIZENS AND THE PUBLIC'S SAFETY ARE OUR NUMBER ONE PRIORITY THROUGH THE FAIR, VIGOROUS AND EFFICIENT ENFORCEMENT OF THE LAW IN SEEKING JUSTICE. WE SHALL SAFEGUARD THE RIGHTS AND REPUTATION OF THE INNOCENT.

### **FY 17 GOALS:**

1. TO PROVIDE THE COMMUNITY WITH A QUICK EFFECTIVE WAY TO RECOVER LOSSES FROM BAD CHECKS, TO DIVERT POTENTIAL DEFENDANTS INTO A COUNSELING PROGRAM TO AVOID REPEAT OFFENSES AND CONCENTRATE PROSECUTION EFFORTS ON THOSE OFFENDERS WHO REFUSE TO COOPERATE WITH THE PROGRAM, AND TO LESSEN THE BURDEN ON THE COURT SYSTEM WHILE PRODUCING A SUCCESSFUL RESULT FOR THE VICTIM.
2. TO PROVIDE FOR THE INVESTIGATION OF ALLEGATIONS OF CHILD MOLESTATION AND/OR EXPLOITATION WHILE MINIMIZING THE TRAUMA TO THE CHILD AND TO PROVIDE SERVICES AND RESOURCES TO THE ABUSED CHILD AND HIS/HER FAMILY WHILE ALWAYS ADVOCATING FOR THE CHILD'S NEEDS.



# STATE'S ATTORNEY

## ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17        |
|-------------------------------------|-------------------------|-------------------------|-----------------------------|--------------------------------|-------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                         |                         |                             |                                |                         |
| 10 PERSONAL SERVICES                | 5,240,156               | 5,280,949               | 5,175,854                   | 5,375,845                      | 5,375,845               |
| 20 CONTRACTUAL SERVICES             | 48,985                  | 51,460                  | 51,002                      | 53,152                         | 53,152                  |
| 30 SUPPLIES AND MATERIALS           | 52,768                  | 48,331                  | 56,250                      | 56,423                         | 56,423                  |
| 40 BUSINESS AND TRAVEL              | 40,982                  | 39,753                  | 43,250                      | 44,650                         | 44,650                  |
| 50 CAPITAL OUTLAY                   | 4,304                   | 2,645                   | 0                           | 0                              | 0                       |
| 70 MISCELLANEOUS                    | 444,013                 | 454,865                 | 478,080                     | 474,992                        | 474,992                 |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 313                     | 0                       | 0                           | 0                              | 0                       |
| <b>GRAND TOTAL</b>                  | <b><u>5,831,521</u></b> | <b><u>5,878,003</u></b> | <b><u>5,804,436</u></b>     | <b><u>6,005,062</u></b>        | <b><u>6,005,062</u></b> |

## **SUMMARY BY FUND:**

|                    |                         |                         |                         |                         |                         |
|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL         | <u>5,831,826</u>        | <u>5,878,003</u>        | <u>5,804,436</u>        | <u>6,005,062</u>        | <u>6,005,062</u>        |
| <b>GRAND TOTAL</b> | <b><u>5,831,826</u></b> | <b><u>5,878,003</u></b> | <b><u>5,804,436</u></b> | <b><u>6,005,062</u></b> | <b><u>6,005,062</u></b> |

## **SUMMARY BY DIVISION:**

|                    |                            |                         |                         |                         |                         |                         |
|--------------------|----------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 431000             | OFFICE OF STATE'S ATTORNEY | 5,516,645               | 5,566,417               | 5,505,217               | 5,686,750               | 5,686,750               |
| 432000             | FAMILY JUSTICE CENTER      | <u>314,876</u>          | <u>311,586</u>          | <u>299,219</u>          | <u>318,312</u>          | <u>318,312</u>          |
| <b>GRAND TOTAL</b> |                            | <b><u>5,831,521</u></b> | <b><u>5,878,003</u></b> | <b><u>5,804,436</u></b> | <b><u>6,005,062</u></b> | <b><u>6,005,062</u></b> |

|                         |
|-------------------------|
| <b>STATE'S ATTORNEY</b> |
|-------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                   |
|--------------|--------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              |              |               | <u>PERSONAL SERVICES</u> increase \$199,991                                                                                                                                                                               |
| 5,175,854    | 5,375,845    | 199,991       | Increase due to salary adjustments, staff turnover, and the FY 17 Merit Salary increase of 3%. Adjustments were also made to health benefits, workers' compensation, pension, and the Post Employment Health Plan (PEHP). |
|              |              |               | <u>BUSINESS AND TRAVEL</u> increase \$1,400                                                                                                                                                                               |
| 43,250       | 44,650       | 1,400         | Increase in lodging, meals, training seminars, memberships, fees and dues based on actual expense history and anticipated expenditures.                                                                                   |
|              |              |               | <u>MISCELLANEOUS</u> decrease (\$3,088)                                                                                                                                                                                   |
| 478,080      | 474,992      | (3,088)       | Grants & Contributions - decrease reflects lower costs of PEHP (Post Employment Health Plan) for grant employees.                                                                                                         |

**DEPARTMENT STAFF SUMMARY  
STATE'S ATTORNEY**

| POSITION TITLE                         | ENACTED<br>FY 15    |                           | ENACTED<br>FY 16    |                         | ENACTED<br>FY 17    |                         |
|----------------------------------------|---------------------|---------------------------|---------------------|-------------------------|---------------------|-------------------------|
|                                        | POSITIONS           | SALARIES                  | POSITIONS           | SALARIES                | POSITIONS           | SALARIES                |
| Administrator, State's Attorney Office | 1.00                | 95,000                    | 1.00                | 96,000                  | 1.00                | 98,880                  |
| Assistant State's Attorney I           | 4.00                | 211,200                   | 5.00                | 269,000                 | 6.00                | 328,364                 |
| Assistant State's Attorney II          | 8.00                | 522,064                   | 6.00                | 408,049                 | 7.00                | 477,344                 |
| Assistant State's Attorney III         | 12.00               | 1,052,570                 | 13.00               | 1,136,970               | 11.00               | 987,095                 |
| Deputy State's Attorney                | 2.00                | 236,491                   | 2.00                | 238,491                 | 2.00                | 252,856                 |
| Legal Assistant II                     | 11.00               | 508,960                   | 12.00               | 561,692                 | 12.00               | 584,208                 |
| Legal Assistant III                    | 2.00                | 127,804                   | 2.00                | 129,804                 | 2.00                | 136,788                 |
| Legal Clerk                            | 5.00                | 137,500                   | 5.00                | 142,500                 | 1.00                | 29,355                  |
| Legal Specialist I                     | 2.00                | 76,465                    | 3.00                | 115,600                 | 6.00                | 233,295                 |
| Legal Specialist II                    | 10.00               | 491,613                   | 8.00                | 404,837                 | 9.00                | 451,487                 |
| Senior Trial Assistant                 | 1.00                | 104,000                   | 1.00                | 105,000                 | 1.00                | 113,300                 |
| State's Attorney                       | 1.00                | 126,875                   | 1.00                | 114,587                 | 1.00                | 115,423                 |
| <b>SALARY TOTAL</b>                    | <u>59.00</u>        | <u>3,690,542</u>          | <u>59.00</u>        | <u>3,722,530</u>        | <u>59.00</u>        | <u>3,808,395</u>        |
| <b>SALARY OFFSET</b>                   |                     | <u>0</u>                  |                     | <u>(29,000)</u>         |                     | <u>0</u>                |
| <b>SALARY TOTAL</b>                    | <u><b>59.00</b></u> | <u><b>3,690,542</b></u>   | <u><b>59.00</b></u> | <u><b>3,693,530</b></u> | <u><b>59.00</b></u> | <u><b>3,808,395</b></u> |
| <b>OTHER PERSONAL SERVICES</b>         |                     |                           |                     |                         |                     |                         |
| Pension & Retirement                   |                     | 361,499                   |                     | 361,748                 |                     | 372,955                 |
| Workers' Compensation                  |                     | 11,571                    |                     | 7,418                   |                     | 12,948                  |
| Health Benefits                        |                     | 687,786                   |                     | 732,197                 |                     | 800,495                 |
| PEHP                                   |                     | 84,208                    |                     | 90,400                  |                     | 82,456                  |
| FICA                                   |                     | 281,399                   |                     | 282,301                 |                     | 290,336                 |
| Miscellaneous                          |                     | 8,260                     |                     | 8,260                   |                     | 8,260                   |
| <b>TOTAL OTHER PERSONAL SERVICES</b>   |                     | <u><b>1,434,723</b></u>   |                     | <u><b>1,482,324</b></u> |                     | <u><b>1,567,450</b></u> |
| <b>TOTAL PERSONAL SERVICES</b>         | <u><b>59.00</b></u> | <u><b>5,125,265 *</b></u> | <u><b>59.00</b></u> | <u><b>5,175,854</b></u> | <u><b>59.00</b></u> | <u><b>5,375,845</b></u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**STATE'S ATTORNEY OFFICE**  
**Office of State's Attorney**  
**Index #431000**

**ORIGIN/PURPOSE:**

The State's Attorney, created by the Maryland Constitution, represents the State in all criminal actions. Harford County pays the office's expenses.

The State's Attorney is elected by the County voters to a four-year term with no term limit. He/she assists the police in investigating crime in Harford County. This office presents certain criminal cases to the Grand Jury, acts as the jury's legal advisors, and provides prosecutors for the Circuit, District, and Juvenile Courts. The Office participates in Harford County School programs and also provides basic training to the County Sheriff's Academy and in-service training for various law enforcement agencies.

The Office holds membership in the Harford County Narcotics Task Force. Through Federal and State grants, the State's Attorney provides assistance in establishing and enforcing child support orders and offers advocate services to victims of crime and their families.

**FY 17 GOAL:**

TO PROVIDE THE COMMUNITY WITH A QUICK AND EFFECTIVE WAY TO RECOVER THEIR LOSSES FROM BAD CHECKS, TO DIVERT POTENTIAL DEFENDANTS INTO A COUNSELING PROGRAM TO AVOID REPEAT OFFENSES AND CONCENTRATE PROSECUTION EFFORTS ON THOSE OFFENDERS WHO REFUSE TO COOPERATE WITH THE PROGRAM AND TO LESSEN THE BURDEN ON THE COURT SYSTEM WHILE PRODUCING A SUCCESSFUL RESULT FOR THE VICTIM.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 4,946,011                | 4,991,857                | 4,899,545                            | 5,081,093                               | 5,081,093                |
| 20 CONTRACTUAL SERVICES             | 43,678                   | 44,501                   | 45,392                               | 46,942                                  | 46,942                   |
| 30 SUPPLIES AND MATERIALS           | 38,621                   | 36,010                   | 40,200                               | 40,323                                  | 40,323                   |
| 40 BUSINESS AND TRAVEL              | 39,751                   | 38,645                   | 42,000                               | 43,400                                  | 43,400                   |
| 50 CAPITAL OUTLAY                   | 4,258                    | 539                      | 0                                    | 0                                       | 0                        |
| 70 MISCELLANEOUS                    | 444,013                  | 454,865                  | 478,080                              | 474,992                                 | 474,992                  |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 313                      | 0                        | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b><u>5,516,645</u></b>  | <b><u>5,566,417</u></b>  | <b><u>5,505,217</u></b>              | <b><u>5,686,750</u></b>                 | <b><u>5,686,750</u></b>  |

**FUNDING SOURCE:**

|            |                         |                         |                         |                         |                         |
|------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL | <b><u>5,516,645</u></b> | <b><u>5,566,417</u></b> | <b><u>5,505,217</u></b> | <b><u>5,686,750</u></b> | <b><u>5,686,750</u></b> |
|------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|

**STATE'S ATTORNEY OFFICE**  
**Office of State's Attorney**  
**Index #431000**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                               |
|--------------|--------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              |              |               | <u>PERSONAL SERVICES</u> increase \$181,548                                                                                                                                                                           |
| 4,899,545    | 5,081,093    | 181,548       | Increase due to the FY 17 Merit Salary increase of 3%, as well as adjustments to workers' compensation, health benefits, the Post Employment Health Plan (PEHP), and FICA.                                            |
|              |              |               | <u>CONTRACTUAL SERVICES</u> increase \$1,550                                                                                                                                                                          |
| 45,392       | 46,942       | 1,550         | Increase in Other Professional Services for new document shredding contract                                                                                                                                           |
|              |              |               | <u>BUSINESS AND TRAVEL</u> increase \$1,400                                                                                                                                                                           |
| 42,000       | 43,400       | 1,400         | Adjustments to county vehicles, fuel charges, mileage, and transportation costs based on actual expense history. Increase in lodging, meals, training, membership fees and dues also based on actual expense history. |
|              |              |               | <u>MISCELLANEOUS</u> decrease (\$3,088)                                                                                                                                                                               |
| 478,080      | 474,992      | (3,088)       | Decrease in lower costs for Post Employment Health Plan for grant employees. Funding is also provided for a Cooperative Reimbursement match.                                                                          |

**DIVISION STAFF SUMMARY**  
**Office of State's Attorney**  
**Index #431000**

| POSITION TITLE                         | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|----------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                        | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Administrator, State's Attorney Office | 1.00             | 95,000             | 1.00             | 96,000           | 1.00             | 98,880           |
| Assistant State's Attorney I           | 4.00             | 211,200            | 5.00             | 269,000          | 6.00             | 328,364          |
| Assistant State's Attorney II          | 8.00             | 522,064            | 6.00             | 408,049          | 7.00             | 477,344          |
| Assistant State's Attorney III         | 12.00            | 1,052,570          | 13.00            | 1,136,970        | 11.00            | 987,095          |
| Deputy State's Attorney                | 2.00             | 236,491            | 2.00             | 238,491          | 2.00             | 252,856          |
| Legal Assistant II                     | 11.00            | 508,960            | 12.00            | 561,692          | 12.00            | 584,208          |
| Legal Assistant III                    | 2.00             | 127,804            | 2.00             | 129,804          | 2.00             | 136,788          |
| Legal Clerk                            | 4.00             | 110,000            | 4.00             | 114,000          | 1.00             | 29,355           |
| Legal Specialist I                     | 2.00             | 76,465             | 3.00             | 115,600          | 5.00             | 194,876          |
| Legal Specialist II                    | 7.00             | 339,770            | 5.00             | 249,994          | 6.00             | 289,939          |
| Senior Trial Assistant                 | 1.00             | 104,000            | 1.00             | 105,000          | 1.00             | 113,300          |
| State's Attorney                       | 1.00             | 126,875            | 1.00             | 114,587          | 1.00             | 115,423          |
| <b>FULL-TIME SALARIES</b>              | <b>55.00</b>     | <b>3,511,199</b>   | <b>55.00</b>     | <b>3,539,187</b> | <b>55.00</b>     | <b>3,608,428</b> |
| <b>SALARY OFFSET</b>                   |                  | <b>0</b>           |                  | <b>(27,000)</b>  |                  | <b>0</b>         |
| <b>SALARY TOTAL</b>                    | <b>55.00</b>     | <b>3,511,199</b>   | <b>55.00</b>     | <b>3,512,187</b> | <b>55.00</b>     | <b>3,608,428</b> |
| <b>OTHER PERSONAL SERVICES</b>         |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                   |                  | 343,565            |                  | 343,614          |                  | 352,958          |
| Workers' Compensation                  |                  | 11,159             |                  | 7,074            |                  | 12,268           |
| Health Benefits                        |                  | 629,842            |                  | 674,662          |                  | 745,992          |
| PEHP                                   |                  | 79,776             |                  | 85,880           |                  | 78,708           |
| FICA                                   |                  | 267,679            |                  | 268,428          |                  | 275,039          |
| Miscellaneous                          |                  | 7,700              |                  | 7,700            |                  | 7,700            |
| <b>TOTAL OTHER PERSONAL SERVICES</b>   |                  | <b>1,339,721</b>   |                  | <b>1,387,358</b> |                  | <b>1,472,665</b> |
| <b>TOTAL PERSONAL SERVICES</b>         | <b>55.00</b>     | <b>4,850,920 *</b> | <b>55.00</b>     | <b>4,899,545</b> | <b>55.00</b>     | <b>5,081,093</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**STATE'S ATTORNEY OFFICE**  
**Family Justice Center**  
**Index #432000**

**ORIGIN/PURPOSE:**

The Harford County Family Justice Center is designed to be a victim-centered case management project between Sexual Assault/Sexual Abuse Resource Center, Inc. (SARC), the Harford County Sheriff's Office (HCSO) and the Harford County State's Attorney's Office (SAO). All three disciplines unite their efforts toward the common goal of holding domestic violence offenders accountable and allowing victims to break the cycle of violence.

The Child Advocacy Center (CAC) is also housed in the Family Justice Center. This multi-disciplinary team is comprised of staff from the State's Attorney's Office, Department of Social Services and the Harford County Sheriff's Office. Their responsibility is to investigate allegations of sexual child abuse and assault, to assess and protect the child and to provide services and resources for the abused child and his/her family.

Having their respective services co-located in one facility allows for the sharing of space and resources for the abused child and his/her family.

**FY 17 GOAL:**

TO PROVIDE FOR THE INVESTIGATION OF ALLEGATIONS OF CHILD MOLESTATION AND/OR EXPLOITATION WHILE MINIMIZING THE TRAUMA TO THE CHILD AND TO PROVIDE SERVICES AND RESOURCES TO THE ABUSED CHILD AND HIS/HER FAMILY WHILE ALWAYS ADVOCATING FOR THE CHILD'S NEEDS.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 294,145                  | 289,092                  | 276,309                              | 294,752                                 | 294,752                  |
| 20 CONTRACTUAL SERVICES             | 5,307                    | 6,959                    | 5,610                                | 6,210                                   | 6,210                    |
| 30 SUPPLIES AND MATERIALS           | 14,147                   | 12,321                   | 16,050                               | 16,100                                  | 16,100                   |
| 40 BUSINESS AND TRAVEL              | 1,231                    | 1,108                    | 1,250                                | 1,250                                   | 1,250                    |
| 50 CAPITAL OUTLAY                   | 46                       | 2,106                    | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>314,876</b>           | <b>311,586</b>           | <b>299,219</b>                       | <b>318,312</b>                          | <b>318,312</b>           |

**FUNDING SOURCE:**

|            |         |         |         |         |         |
|------------|---------|---------|---------|---------|---------|
| 11 GENERAL | 314,876 | 311,586 | 299,219 | 318,312 | 318,312 |
|------------|---------|---------|---------|---------|---------|

**STATE'S ATTORNEY OFFICE**  
**Family Justice Center**  
**Index #432000**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                  |
|--------------|--------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              |              |               | <u>PERSONAL SERVICES</u> increase \$18,443                                                                                                                               |
| 276,309      | 294,752      | 18,443        | Increase due to salary adjustments, the FY 17 Merit Salary increase of 3%; and adjustments to FICA, pension, health benefits and the Post Employment Health Plan (PEHP). |
|              |              |               | <u>CONTRACTUAL SERVICES</u> increase \$600                                                                                                                               |
| 5,610        | 6,210        | 600           | Increase in other professional services for new document shredding contract                                                                                              |



**DIVISION STAFF SUMMARY**  
**Family Justice Center**  
**Index #432000**

| POSITION TITLE                       | ENACTED<br>FY 15   |                         | ENACTED<br>FY 16   |                       | ENACTED<br>FY 17   |                       |
|--------------------------------------|--------------------|-------------------------|--------------------|-----------------------|--------------------|-----------------------|
|                                      | POSITIONS          | SALARIES                | POSITIONS          | SALARIES              | POSITIONS          | SALARIES              |
| Legal Clerk                          | 1.00               | 27,500                  | 1.00               | 28,500                | 0.00               | 0                     |
| Legal Specialist I                   | 0.00               | 0                       | 0.00               | 0                     | 1.00               | 38,419                |
| Legal Specialist II                  | 3.00               | 151,843                 | 3.00               | 154,843               | 3.00               | 161,548               |
| <b>FULL-TIME SALARIES</b>            | <u>4.00</u>        | <u>179,343</u>          | <u>4.00</u>        | <u>183,343</u>        | <u>4.00</u>        | <u>199,967</u>        |
| <b>SALARY OFFSET</b>                 |                    | <u>0</u>                |                    | <u>(2,000)</u>        |                    | <u>0</u>              |
| <b>SALARY TOTAL</b>                  | <u><b>4.00</b></u> | <u><b>179,343</b></u>   | <u><b>4.00</b></u> | <u><b>181,343</b></u> | <u><b>4.00</b></u> | <u><b>199,967</b></u> |
| <b>OTHER PERSONAL SERVICES</b>       |                    |                         |                    |                       |                    |                       |
| Pension & Retirement                 |                    | 17,934                  |                    | 18,134                |                    | 19,997                |
| Workers' Compensation                |                    | 412                     |                    | 344                   |                    | 680                   |
| Health Benefits                      |                    | 57,944                  |                    | 57,535                |                    | 54,503                |
| PEHP                                 |                    | 4,432                   |                    | 4,520                 |                    | 3,748                 |
| FICA                                 |                    | 13,720                  |                    | 13,873                |                    | 15,297                |
| Miscellaneous                        |                    | 560                     |                    | 560                   |                    | 560                   |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                    | <u><b>95,002</b></u>    |                    | <u><b>94,966</b></u>  |                    | <u><b>94,785</b></u>  |
| <b>TOTAL PERSONAL SERVICES</b>       | <u><b>4.00</b></u> | <u><b>274,345 *</b></u> | <u><b>4.00</b></u> | <u><b>276,309</b></u> | <u><b>4.00</b></u> | <u><b>294,752</b></u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

| Office of State's Attorney - Anticipated Funding FY17 Grants |                                                                                                                                                                                                                                               |                               |          |       |              |                   |                       |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------|-------|--------------|-------------------|-----------------------|
| TITLE OF GRANT                                               | GRANT PURPOSE                                                                                                                                                                                                                                 | Source of Anticipated Funding |          |       |              | Grant Dates       | Recurring or One Time |
|                                                              |                                                                                                                                                                                                                                               | Federal                       | State    | Other | County Match |                   |                       |
| Cooperative Reimbursement Agreement                          | This grant is to support the State of Maryland Department of Human Resources - Dept of Social Services Child Support Program efforts in establishing and collecting child support by providing legal representation through the court system. | \$854,117                     |          |       | \$460,000    | 10/1/16 - 9/30/17 | Recurring             |
| Child Advocacy Center                                        | To fund specialized training, equipment and services to improve upon investigation and prosecution of child sexual assault and abuse cases.                                                                                                   | \$9,000                       |          |       |              | 1/1/17 - 12/31/17 | Recurring             |
| Investigative Enhancement                                    | The grant funds will provide for technological advancements, equipment enhancements and training improvements at the CAC.                                                                                                                     |                               | \$11,904 |       |              | 7/1/16 - 6/30/17  | Recurring             |
| TOTALS:                                                      |                                                                                                                                                                                                                                               | \$863,117                     | \$11,904 |       | \$460,000    |                   |                       |

# 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**

#### **I. Fiscal Balance and Efficiency**

| Measure                                                    | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|------------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                       |             |             |             |             |               |
| Dollars allocated                                          | \$249       | \$249       | \$184       | \$69        | \$71          |
| Number of staff hours                                      | 11          | 11          | 8           | 3           | 3             |
| <b><u>Output:</u></b>                                      |             |             |             |             |               |
| Amount of restitution recovered                            | \$15,663    | \$15,659    | \$13,618    | \$5,200     | \$5,300       |
| <b><u>Efficiency:</u></b>                                  |             |             |             |             |               |
| Amount of restitution recovered per dollar spent           | \$62.90     | \$62.89     | \$74.01     | \$75.36     | \$74.65       |
| <b><u>Service Quality:</u></b>                             |             |             |             |             |               |
| Percent of clients satisfied with services                 | 90%         | 90%         | 91%         | 90%         | 91%           |
| <b><u>Outcome:</u></b>                                     |             |             |             |             |               |
| Percent of bad checks recovered without court intervention | 23%         | 20%         | 21%         | 22%         | 22%           |

### **Explanation and Analysis of Performance Measures**

The Bad Check Program is designed to target defendants who have written bad checks to local merchants and recover restitution owed, while at the same time providing counseling services to these offenders. The benefit to the Court system is a reduction in cases processed that require court time and resources. Due to merchants using check verification services or not accepting checks at all, and customers using debit and credit cards instead of checks, participation by merchants has declined significantly in the past two years.

## OFFICE OF THE STATE'S ATTORNEY - FAMILY JUSTICE CENTER

### OBJECTIVES & PERFORMANCE MEASURES

#### **Department Goal**

To provide for the investigation of allegations of child molestation and/or exploitation while minimizing the trauma to the child and to provide services and resources to the abused child and his/her family while always advocating for the child's needs.

#### **Department Objective**

To improve upon service to Child Advocacy Center (CAC) victims by increasing the percentage of investigations closed within 180 days of opening to 90%.

#### **County Goal(s) Supported**

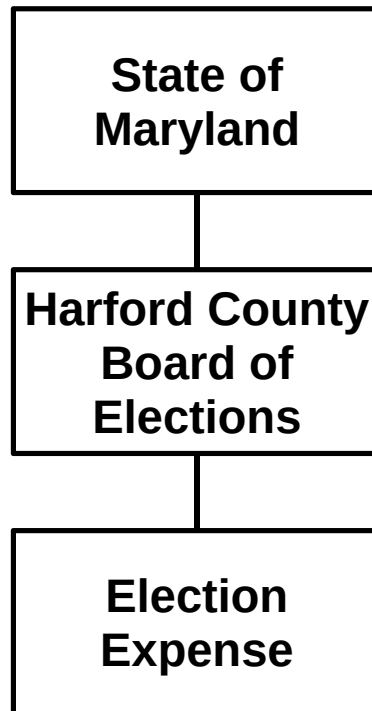
III. Strengthening Our Communities

| Measure                                                                                    | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|--------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                                                       |             |             |             |             |               |
| Dollars allocated *                                                                        | \$186,040   | \$206,781   | \$226,420   | \$231,467   | \$246,467     |
| Number of staff                                                                            | 12          | 12          | 12          | 12          | 12            |
| <b><u>Output:</u></b>                                                                      |             |             |             |             |               |
| Number of investigations referred to the Child Advocacy Center                             | 395         | 389         | 366         | 370         | 375           |
| <b><u>Efficiency:</u></b>                                                                  |             |             |             |             |               |
| Amount spent per investigation                                                             | \$470.99    | \$531.57    | \$618.63    | \$625.59    | \$657.25      |
| <b><u>Service Quality:</u></b>                                                             |             |             |             |             |               |
| Percent of families served by the Child Advocacy Center that are satisfied by the services | 89%         | 90%         | 90%         | 91%         | 91%           |
| <b><u>Outcome:</u></b>                                                                     |             |             |             |             |               |
| Percent of investigations resulting in timely closure                                      | 92%         | 93%         | 93%         | 94%         | 94%           |

#### **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.

# 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 17 GOAL:**

TO ENSURE THAT EVERY ELIGIBLE CITIZEN IS GIVEN THE OPPORTUNITY TO REGISTER TO VOTE

# ELECTIONS

## ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17        |
|-------------------------------------|-------------------------|-------------------------|-----------------------------|--------------------------------|-------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                         |                         |                             |                                |                         |
| 10 PERSONAL SERVICES                | 166,277                 | 730,436                 | 481,225                     | 494,153                        | 494,153                 |
| 20 CONTRACTUAL SERVICES             | 297,425                 | 377,146                 | 428,200                     | 421,200                        | 421,200                 |
| 30 SUPPLIES AND MATERIALS           | 134,555                 | 93,689                  | 443,980                     | 476,980                        | 476,980                 |
| 40 BUSINESS AND TRAVEL              | 15,653                  | 24,950                  | 31,370                      | 34,570                         | 34,570                  |
| 50 CAPITAL OUTLAY                   | 729                     | 0                       | 200,000                     | 200,000                        | 200,000                 |
| 70 MISCELLANEOUS                    | 653,690                 | 563,623                 | 737,400                     | 750,000                        | 750,000                 |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 2,181                   | 5,721                   | 5,000                       | 10,000                         | 10,000                  |
| <b>GRAND TOTAL</b>                  | <b><u>1,270,510</u></b> | <b><u>1,795,565</u></b> | <b><u>2,327,175</u></b>     | <b><u>2,386,903</u></b>        | <b><u>2,386,903</u></b> |

## **SUMMARY BY FUND:**

|                    |                         |                         |                         |                         |                         |
|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL         | <u>1,270,510</u>        | <u>1,795,565</u>        | <u>2,327,175</u>        | <u>2,386,903</u>        | <u>2,386,903</u>        |
| <b>GRAND TOTAL</b> | <b><u>1,270,510</u></b> | <b><u>1,795,565</u></b> | <b><u>2,327,175</u></b> | <b><u>2,386,903</u></b> | <b><u>2,386,903</u></b> |

## **SUMMARY BY DIVISION:**

|                    |                       |                         |                         |                         |                         |                         |
|--------------------|-----------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 481000             | HC BOARD OF ELECTIONS | 944,906                 | 986,303                 | 1,173,595               | 1,181,923               | 1,181,923               |
| 482000             | ELECTION EXPENSE      | <u>325,604</u>          | <u>809,262</u>          | <u>1,153,580</u>        | <u>1,204,980</u>        | <u>1,204,980</u>        |
| <b>GRAND TOTAL</b> |                       | <b><u>1,270,510</u></b> | <b><u>1,795,565</u></b> | <b><u>2,327,175</u></b> | <b><u>2,386,903</u></b> | <b><u>2,386,903</u></b> |

## ELECTIONS

### FINANCIAL NOTES:

| FY 16   | FY 17   | CHANGE  | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                                                 |
|---------|---------|---------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 481,225 | 494,153 | 12,928  | <u>PERSONAL SERVICES</u> increase \$12,928<br>Increase due to additional Election Day staffing as required by New Voting System as well as an adjustment to Post Employment Health Benefits (PEHP).                                                                                                              |
| 428,200 | 421,200 | (7,000) | <u>CONTRACTUAL SERVICES</u> decrease (\$7,000)<br>Decrease in telephone service due to savings from HMAN as well as an adjustment to legal services due to change in compensation for Board Counsel                                                                                                              |
| 443,980 | 476,980 | 33,000  | <u>SUPPLIES &amp; MATERIALS</u> increase \$33,000<br>Increases in general office supplies due to state requirements and changes in voting systems, general office mailing in anticipation of universal voter registration mandate; and computer software due to state requirements and changes in voting systems |
| 31,370  | 34,570  | 3,200   | <u>BUSINESS AND TRAVEL</u> increase \$3,200<br>Increase in mileage and meals due to additional Election Day support staffing and administration                                                                                                                                                                  |
| 737,400 | 750,000 | 12,600  | <u>MISCELLANEOUS</u> increase \$12,600<br>Payments to Other Government Agencies - reimbursement to the State for the salaries, fringes, and overtime for eleven (11) State election employees. Increase due to anticipated rise in payroll costs.                                                                |
| 5,000   | 10,000  | 5,000   | <u>INTERGOVERNMENTAL</u> increase \$5,000<br>Fleet Daily Carpool Rentals - increase in number of vans required to transport election equipment                                                                                                                                                                   |



**DEPARTMENT STAFF SUMMARY  
HARFORD COUNTY BOARD OF ELECTIONS**

| POSITION TITLE                | ENACTED<br>FY 15 |                         | ENACTED<br>FY 16 |                       | ENACTED<br>FY 17 |                       |
|-------------------------------|------------------|-------------------------|------------------|-----------------------|------------------|-----------------------|
|                               | POSITIONS        | SALARIES                | POSITIONS        | SALARIES              | POSITIONS        | SALARIES              |
| TEMPORARY SALARIES            |                  | <u>175,000</u>          |                  | <u>425,200</u>        |                  | <u>437,900</u>        |
| SALARY TOTAL                  |                  | <u><u>175,000</u></u>   |                  | <u><u>425,200</u></u> |                  | <u><u>437,900</u></u> |
|                               |                  |                         |                  |                       |                  |                       |
| OTHER PERSONAL SERVICES       |                  |                         |                  |                       |                  |                       |
| Pension                       |                  | 5,625                   |                  | 3,120                 |                  | 3,120                 |
| Overtime                      |                  | 13,500                  |                  | 13,500                |                  | 13,500                |
| Health Benefits               |                  | 2,400                   |                  | 1,200                 |                  | 1,200                 |
| PEHP                          |                  | 8,864                   |                  | 4,520                 |                  | 3,748                 |
| FICA                          |                  | 14,420                  |                  | 33,545                |                  | 34,545                |
| Other                         |                  | <u>280</u>              |                  | <u>140</u>            |                  | <u>140</u>            |
| TOTAL OTHER PERSONAL SERVICES |                  | <u>45,089</u>           |                  | <u>56,025</u>         |                  | <u>56,253</u>         |
| TOTAL PERSONAL SERVICES       |                  | <u><u>220,089 *</u></u> |                  | <u><u>481,225</u></u> |                  | <u><u>494,153</u></u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

|                                                                                                                |
|----------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>ELECTIONS</b><br/> <b>Harford County Board of Elections</b><br/> <b>Index #481000</b></p> |
|----------------------------------------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

The Harford County Board of Elections index contains funds covering voter education, voter registration (which includes registration, names/address updates and the day-to-day expenses of the office).

**FY 17 GOAL:**

TO ENSURE THAT EVERY ELIGIBLE CITIZEN IS GIVEN THE OPPORTUNITY TO REGISTER TO VOTE

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 166,277                  | 303,828                  | 91,225                               | 90,453                                  | 90,453                   |
| 20 CONTRACTUAL SERVICES             | 64,497                   | 57,080                   | 65,250                               | 58,250                                  | 58,250                   |
| 30 SUPPLIES AND MATERIALS           | 45,513                   | 41,308                   | 55,150                               | 58,650                                  | 58,650                   |
| 40 BUSINESS AND TRAVEL              | 14,200                   | 20,291                   | 24,570                               | 24,570                                  | 24,570                   |
| 50 CAPITAL OUTLAY                   | 729                      | 0                        | 200,000                              | 200,000                                 | 200,000                  |
| 70 MISCELLANEOUS                    | 653,690                  | 563,623                  | 737,400                              | 750,000                                 | 750,000                  |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 0                        | 173                      | 0                                    | 0                                       | 0                        |
| <b>GRAND TOTAL</b>                  | <b>944,906</b>           | <b>986,303</b>           | <b>1,173,595</b>                     | <b>1,181,923</b>                        | <b>1,181,923</b>         |

**FUNDING SOURCE:**

|            |                |                |                  |                  |                  |
|------------|----------------|----------------|------------------|------------------|------------------|
| 11 GENERAL | <b>944,906</b> | <b>986,303</b> | <b>1,173,595</b> | <b>1,181,923</b> | <b>1,181,923</b> |
|------------|----------------|----------------|------------------|------------------|------------------|

|                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>ELECTIONS</b><br/> <b>Harford County Board of Elections</b><br/> <b>Index #481000</b></p> |
|-----------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                      |
|--------------|--------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 91,225       | 90,453       | (772)         | <p><u>PERSONAL SERVICES</u> decrease (\$772)</p> <p>Decrease in Post Employment Health Plan (PEHP)</p>                                                                                                                                                       |
| 65,250       | 58,250       | (7,000)       | <p><u>CONTRACTUAL SERVICES</u> decrease (\$7,000)</p> <p>Decrease in telephone service due to savings from HMAN</p>                                                                                                                                          |
| 55,150       | 58,650       | 3,500         | <p><u>SUPPLIES &amp; MATERIALS</u> increase \$3,500</p> <p>Increase in general office supplies and computer software due to state requirements and changes in voting systems.</p>                                                                            |
| 200,000      | 200,000      | 0             | <p><u>EQUIPMENT</u> no change in funding for FY 17</p> <p>Voting System - for Harford County's expenses associated with New Voting System (NVS)</p>                                                                                                          |
| 737,400      | 750,000      | 12,600        | <p><u>MISCELLANEOUS</u> increase \$12,600</p> <p>Payments to Other Government Agencies - reimbursement to the State for the salaries, fringes, and overtime for eleven (11) State election employees. Increase due to anticipated rise in payroll costs.</p> |

**DIVISION STAFF SUMMARY**  
**HARFORD COUNTY BOARD OF ELECTIONS**  
Index #481000

| POSITION TITLE                | ENACTED<br>FY 15 |                         | ENACTED<br>FY 16 |                      | ENACTED<br>FY 17 |                      |
|-------------------------------|------------------|-------------------------|------------------|----------------------|------------------|----------------------|
|                               | POSITIONS        | SALARIES                | POSITIONS        | SALARIES             | POSITIONS        | SALARIES             |
| TEMPORARY SALARIES            |                  | <u>175,000</u>          |                  | <u>62,900</u>        |                  | <u>62,900</u>        |
| SALARY TOTAL                  |                  | <u><u>175,000</u></u>   |                  | <u><u>62,900</u></u> |                  | <u><u>62,900</u></u> |
|                               |                  |                         |                  |                      |                  |                      |
| OTHER PERSONAL SERVICES       |                  |                         |                  |                      |                  |                      |
| Pension                       |                  | 5,625                   |                  | 3,120                |                  | 3,120                |
| Overtime                      |                  | 13,500                  |                  | 13,500               |                  | 13,500               |
| Health Benefits               |                  | 2,400                   |                  | 1,200                |                  | 1,200                |
| PEHP                          |                  | 8,864                   |                  | 4,520                |                  | 3,748                |
| FICA                          |                  | 14,420                  |                  | 5,845                |                  | 5,845                |
| Other                         |                  | <u>280</u>              |                  | <u>140</u>           |                  | <u>140</u>           |
| TOTAL OTHER PERSONAL SERVICES |                  | <u>45,089</u>           |                  | <u>28,325</u>        |                  | <u>27,553</u>        |
| TOTAL PERSONAL SERVICES       |                  | <u><u>220,089 *</u></u> |                  | <u><u>91,225</u></u> |                  | <u><u>90,453</u></u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

|                                                                                               |
|-----------------------------------------------------------------------------------------------|
| <p align="center"><b>ELECTIONS</b><br/> <b>Election Expense</b><br/> <b>Index #482000</b></p> |
|-----------------------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

The Election Expense index reflects those fluctuating expenditures associated with election cycles. Direct election expenses are budgeted within this index. These expenses include: ballots and voter authority cards, absentee postage, funds for poll workers and precinct costs, and fees for mandatory State-sponsored meetings. Based on the type and number of elections in any given year, funds are made available by the County government to ensure successful results.

In addition, expenses include storage, maintenance and preparation of the current voting equipment and personnel to support these efforts.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b>     | <b>AUDITED<br/>FY 15</b>     | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b>       |
|-------------------------------------|------------------------------|------------------------------|--------------------------------------|-----------------------------------------|--------------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                              |                              |                                      |                                         |                                |
| 10 PERSONAL SERVICES                | 0                            | 426,608                      | 390,000                              | 403,700                                 | 403,700                        |
| 20 CONTRACTUAL SERVICES             | 232,928                      | 320,066                      | 362,950                              | 362,950                                 | 362,950                        |
| 30 SUPPLIES AND MATERIALS           | 89,042                       | 52,381                       | 388,830                              | 418,330                                 | 418,330                        |
| 40 BUSINESS AND TRAVEL              | 1,453                        | 4,659                        | 6,800                                | 10,000                                  | 10,000                         |
| 80 INTER-GOVERNMENTAL/INTERFUND     | <u>2,181</u>                 | <u>5,548</u>                 | <u>5,000</u>                         | <u>10,000</u>                           | <u>10,000</u>                  |
| <b>GRAND TOTAL</b>                  | <b><u><u>325,604</u></u></b> | <b><u><u>809,262</u></u></b> | <b><u><u>1,153,580</u></u></b>       | <b><u><u>1,204,980</u></u></b>          | <b><u><u>1,204,980</u></u></b> |

**FUNDING SOURCE:**

|            |                       |                       |                         |                         |                         |
|------------|-----------------------|-----------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL | <u><u>325,604</u></u> | <u><u>809,262</u></u> | <u><u>1,153,580</u></u> | <u><u>1,204,980</u></u> | <u><u>1,204,980</u></u> |
|------------|-----------------------|-----------------------|-------------------------|-------------------------|-------------------------|

|                                                                                |
|--------------------------------------------------------------------------------|
| <p><b>ELECTIONS</b><br/> <b>Election Expense</b><br/> <b>Index #482000</b></p> |
|--------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| FY 16   | FY 17   | CHANGE | EXPLANATION OF INCREASE/DECREASE                                                                                                                                        |
|---------|---------|--------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|         |         |        | <u>PERSONAL SERVICES</u> increase \$13,700                                                                                                                              |
| 390,000 | 403,700 | 13,700 | Increase in temporary salaries due to additional Election Day Support Specialists required by the new voting system.                                                    |
|         |         |        | <u>SUPPLIES &amp; MATERIALS</u> increase \$29,500                                                                                                                       |
| 388,830 | 418,330 | 29,500 | Increase in General Office Supplies and General Office Mailing due to additional supplies needed for the new voting system and the universal voter registration mandate |
|         |         |        | <u>BUSINESS AND TRAVEL</u> increase \$3,200                                                                                                                             |
| 6,800   | 10,000  | 3,200  | Mileage and Meals - increase due to increase in Election Day support staffing and administration                                                                        |
|         |         |        | <u>INTERGOVERNMENTAL</u> increase \$5,000                                                                                                                               |
| 5,000   | 10,000  | 5,000  | Fleet Daily Carpool Rentals - increase in number of vans required to transport election equipment                                                                       |

**DIVISION STAFF SUMMARY**  
**ELECTION EXPENSE**  
Index #482000

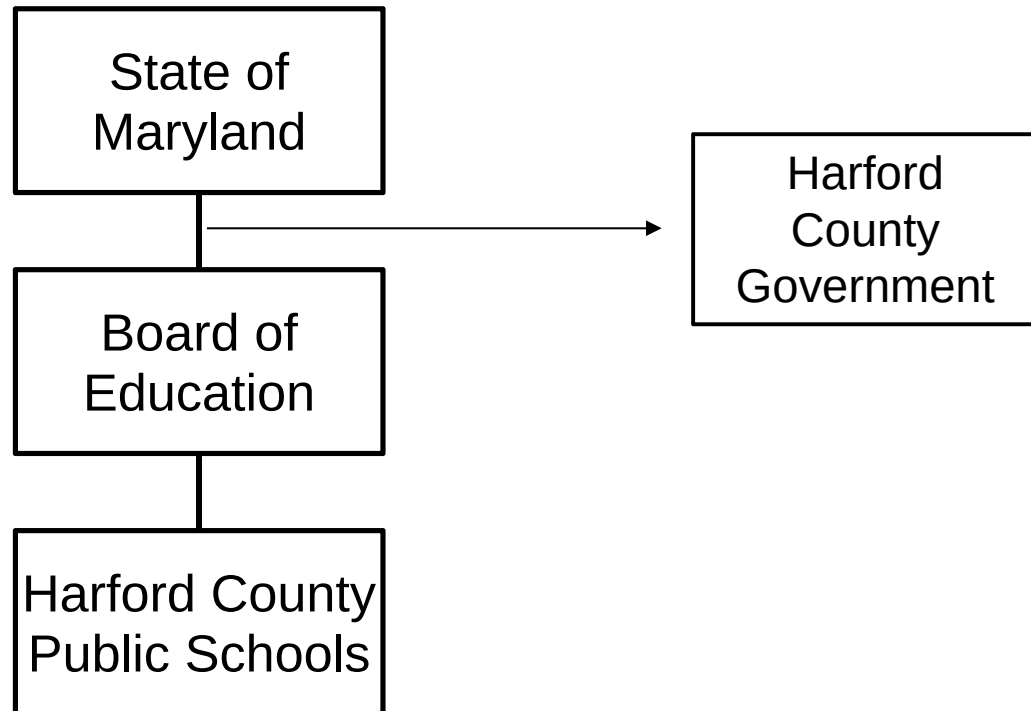
| POSITION TITLE                | ENACTED<br>FY 15 |                   | ENACTED<br>FY 16 |                       | ENACTED<br>FY 17 |                       |
|-------------------------------|------------------|-------------------|------------------|-----------------------|------------------|-----------------------|
|                               | POSITIONS        | SALARIES          | POSITIONS        | SALARIES              | POSITIONS        | SALARIES              |
| TEMPORARY SALARIES            |                  | <u>0</u>          |                  | <u>362,300</u>        |                  | <u>375,000</u>        |
| SALARY TOTAL                  |                  | <u><u>0</u></u>   |                  | <u><u>362,300</u></u> |                  | <u><u>375,000</u></u> |
|                               |                  |                   |                  |                       |                  |                       |
| OTHER PERSONAL SERVICES       |                  |                   |                  |                       |                  |                       |
| FICA                          |                  | <u>0</u>          |                  | <u>27,700</u>         |                  | <u>28,700</u>         |
| TOTAL OTHER PERSONAL SERVICES |                  | <u>0</u>          |                  | <u>27,700</u>         |                  | <u>28,700</u>         |
| TOTAL PERSONAL SERVICES       |                  | <u><u>0 *</u></u> |                  | <u><u>390,000</u></u> |                  | <u><u>403,700</u></u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

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# BOARD OF EDUCATION



## HARFORD COUNTY BOARD OF EDUCATION

### **ORIGIN/PURPOSE:**

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

|           |                                                                                |
|-----------|--------------------------------------------------------------------------------|
| 33        | Elementary Schools                                                             |
| 9         | Middle Schools                                                                 |
| 9         | Comprehensive High Schools                                                     |
| 1         | Technical High School                                                          |
| 1         | John Archer public special education school serving students with disabilities |
| 1         | Alternative Education Program                                                  |
| <b>54</b> | <i>Total number of schools</i>                                                 |

### **VISION**

Harford County is a community of learners where educating everyone takes everyone. We empower all students to contribute to a diverse, democratic, and change-oriented society. Our public schools, parents, public officials, businesses, community organizations, and citizens actively commit to educate all students to become caring, respectful, and responsible citizens.

### **MISSION STATEMENT**

THE MISSION OF HARFORD COUNTY PUBLIC SCHOOLS IS TO FOSTER A QUALITY EDUCATIONAL SYSTEM THAT CHALLENGES STUDENTS TO DEVELOP KNOWLEDGE AND SKILLS, AND INSPIRE THEM TO BECOME LIFE LONG LEARNERS AND GOOD CITIZENS.

### **GOALS**

Every student feels comfortable going to school  
Every student achieves personal and academic growth  
Every student benefits from accountable adults  
Every student connects with great employees  
Every student graduates ready to succeed

## HARFORD COUNTY BOARD OF EDUCATION

### FY 16 BOARD OF EDUCATION OPERATING FUNDING:

|                              | FY 16<br>APPROVED<br>BUDGET   | FY 17<br>APPROVED<br>BUDGET   | \$<br>CHANGE                |
|------------------------------|-------------------------------|-------------------------------|-----------------------------|
| <b>County</b>                | <b>228,208,971</b>            | <b>233,534,504</b>            | <b>5,325,533</b>            |
| State - Unrestricted         | 194,335,044                   | 193,709,753                   | (625,291)                   |
| Federal - Unrestricted       | 390,000                       | 390,000                       | 0                           |
| Other - Unrestricted         | 3,529,035                     | 3,129,722                     | (399,313)                   |
|                              | <u>426,463,050</u>            | <u>430,763,979</u>            | <u>4,300,929</u>            |
| <br>Fund Balance             | <br><u>4,750,000</u>          | <br><u>4,750,000</u>          | <br><u>0</u>                |
| <br>Total Unrestricted Funds | <br>431,213,050               | <br>435,513,979               | <br>4,300,929               |
| <br><br>State - Restricted   | <br><br>10,533,799            | <br><br>10,652,961            | <br><br>119,162             |
| Federal - Restricted         | 19,292,870                    | 18,463,179                    | (829,691)                   |
| Other - Restricted           | 154,513                       | 144,813                       | (9,700)                     |
|                              | <u>29,981,182</u>             | <u>29,260,953</u>             | <u>(720,229)</u>            |
| <br>Total Restricted Funds   | <br>29,981,182                | <br>29,260,953                | <br>(720,229)               |
| <br><b>Total Funding</b>     | <br><b><u>461,194,232</u></b> | <br><b><u>464,774,932</u></b> | <br><b><u>3,580,700</u></b> |

### COUNTY FUNDING

| FY 16       | FY 17       | CHANGE    |
|-------------|-------------|-----------|
| 228,208,971 | 233,534,504 | 5,325,533 |

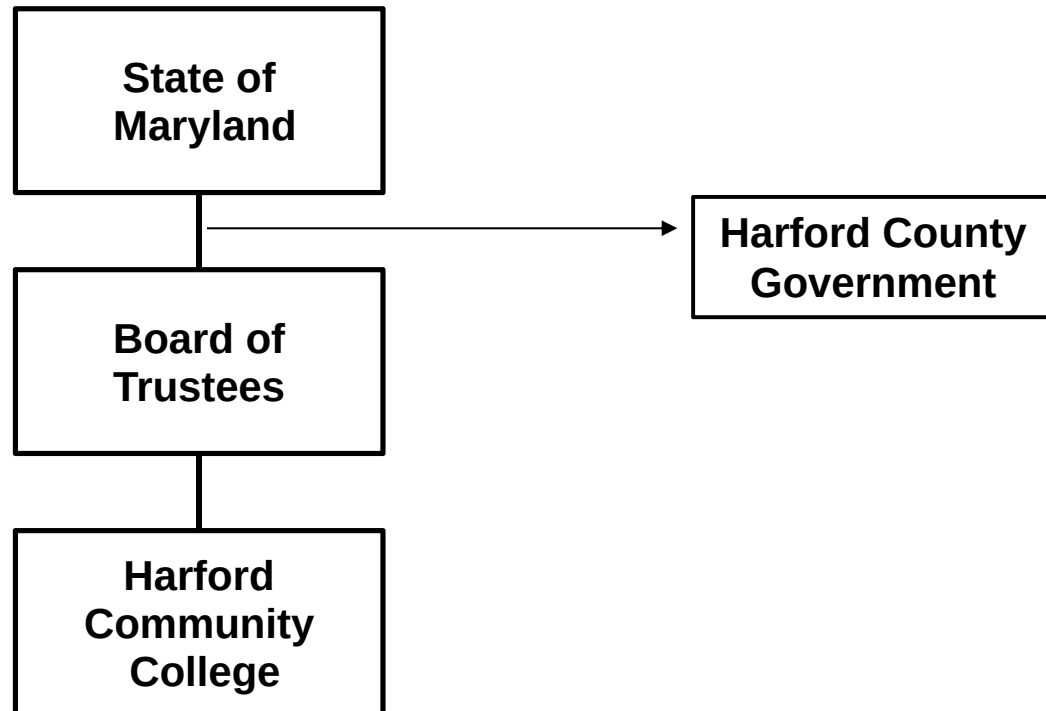
The FY 17 Maintenance of Effort level decreased as a result of lower enrollment. The required Maintenance of Effort level is \$227,545,867. Harford County has funded \$5,988,637 over maintenance of effort. Additional funds are provided for instructional salaries \$3,500,000; bus contract increase \$1,745,533; and a \$80,000 reallocated from County government funds to pay to the Maryland School for the Blind for Harford County students attending the school.

## HARFORD COUNTY BOARD OF EDUCATION

### ALL FUND SUMMARY:

|        |                                    | AUDITED<br>FY 14          | AUDITED<br>FY 15          | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17          |
|--------|------------------------------------|---------------------------|---------------------------|-----------------------------|--------------------------------|---------------------------|
|        | <b><u>SUMMARY BY CHARACTER</u></b> |                           |                           |                             |                                |                           |
| 70     | MISCELLANEOUS                      | <u>221,300,729</u>        | <u>223,667,302</u>        | <u>228,208,971</u>          | <u>233,534,504</u>             | <u>233,534,504</u>        |
|        | <b>GRAND TOTAL</b>                 | <b><u>221,300,729</u></b> | <b><u>223,667,302</u></b> | <b><u>228,208,971</u></b>   | <b><u>233,534,504</u></b>      | <b><u>233,534,504</u></b> |
|        | <b><u>SUMMARY BY FUND</u></b>      |                           |                           |                             |                                |                           |
| 11     | GENERAL                            | <u>221,300,729</u>        | <u>223,667,302</u>        | <u>228,208,971</u>          | <u>233,534,504</u>             | <u>233,534,504</u>        |
|        | <b>GRAND TOTAL</b>                 | <b><u>221,300,729</u></b> | <b><u>223,667,302</u></b> | <b><u>228,208,971</u></b>   | <b><u>233,534,504</u></b>      | <b><u>233,534,504</u></b> |
|        | <b><u>SUMMARY BY DIVISION</u></b>  |                           |                           |                             |                                |                           |
| 541000 | PUBLIC SCHOOLS                     | <u>221,300,729</u>        | <u>223,667,302</u>        | <u>228,208,971</u>          | <u>233,534,504</u>             | <u>233,534,504</u>        |
|        | <b>GRAND TOTAL</b>                 | <b><u>221,300,729</u></b> | <b><u>223,667,302</u></b> | <b><u>228,208,971</u></b>   | <b><u>233,534,504</u></b>      | <b><u>233,534,504</u></b> |

# HARFORD COMMUNITY COLLEGE



## HARFORD COMMUNITY COLLEGE

### **ORIGIN/PURPOSE:**

Harford Community College, founded in 1957, is a comprehensive institution of higher education, addressing the diverse educational needs of Harford County and the surrounding area.

The College's mission provides transfer, career and developmental education programs and continuing education courses per state statute. The College offers Associate of Arts, Associate of Science, Associate of Applied Science, and Associate of Applied Technical and Professional Studies degrees, as well as many certificate programs.

### **MISSION STATEMENT**

HARFORD COMMUNITY COLLEGE PROVIDES HIGH QUALITY, ACCESSIBLE AND AFFORDABLE EDUCATIONAL OPPORTUNITIES AND SERVICES - INCLUDING UNIVERSITY TRANSFER, CAREER, DEVELOPMENTAL AND CONTINUING EDUCATION PROGRAMS THAT PROMOTE PROFESSIONAL COMPETENCE, ECONOMIC DEVELOPMENT, AND IMPROVE THE QUALITY OF LIFE IN A MULTICULTURAL COMMUNITY.

### **FY 17 GOALS:**

TO FULFILL THE MISSION AND VISION, HARFORD COMMUNITY COLLEGE IS COMMITTED TO DIVERSITY AND INTEGRITY, AND TO ACHIEVE INSTITUTIONAL OBJECTIVES AS IT BUILDS TRUST, RESPECT, AND CONFIDENCE AMONG AND BETWEEN TRUSTEES, COLLEAGUES, STUDENTS AND COMMUNITY MEMBERS.

TO ADDRESS THE FOUR-FOLD ELEMENTS OF THE COMPREHENSIVE COMMUNITY COLLEGE

TO ADDRESS THE RECOMMENDATIONS OF MIDDLE STATES ACCREDITATION

TO EXPECT THE CAMPUS COMMUNITY TO SHARE THE ACCOUNTABILITY FOR EXCELLENCE IN LEARNING IN ALL AREAS OF INSTRUCTION AND SERVICES

TO COMPLY FULLY WITH MARYLAND HIGHER EDUCATION COMMISSION (MHEC) REGULATIONS

## HARFORD COMMUNITY COLLEGE

### ALL FUND SUMMARY:

|        |                                    | AUDITED<br>FY 14         | AUDITED<br>FY 15         | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17         |
|--------|------------------------------------|--------------------------|--------------------------|-----------------------------|--------------------------------|--------------------------|
|        | <b><u>SUMMARY BY CHARACTER</u></b> |                          |                          |                             |                                |                          |
| 70     | MISCELLANEOUS                      | <u>14,961,612</u>        | <u>14,961,612</u>        | <u>15,261,612</u>           | <u>15,561,612</u>              | <u>15,561,612</u>        |
|        | <b>GRAND TOTAL</b>                 | <b><u>14,961,612</u></b> | <b><u>14,961,612</u></b> | <b><u>15,261,612</u></b>    | <b><u>15,561,612</u></b>       | <b><u>15,561,612</u></b> |
|        | <b><u>SUMMARY BY FUND</u></b>      |                          |                          |                             |                                |                          |
| 11     | GENERAL                            | <u>14,961,612</u>        | <u>14,961,612</u>        | <u>15,261,612</u>           | <u>15,561,612</u>              | <u>15,561,612</u>        |
|        | <b>GRAND TOTAL</b>                 | <b><u>14,961,612</u></b> | <b><u>14,961,612</u></b> | <b><u>15,261,612</u></b>    | <b><u>15,561,612</u></b>       | <b><u>15,561,612</u></b> |
|        | <b><u>SUMMARY BY DIVISION</u></b>  |                          |                          |                             |                                |                          |
| 561000 | HARFORD COMMUNITY COLLEGE          | <u>14,961,612</u>        | <u>14,961,612</u>        | <u>15,261,612</u>           | <u>15,561,612</u>              | <u>15,561,612</u>        |
|        | <b>GRAND TOTAL</b>                 | <b><u>14,961,612</u></b> | <b><u>14,961,612</u></b> | <b><u>15,261,612</u></b>    | <b><u>15,561,612</u></b>       | <b><u>15,561,612</u></b> |

### FINANCIAL NOTES:

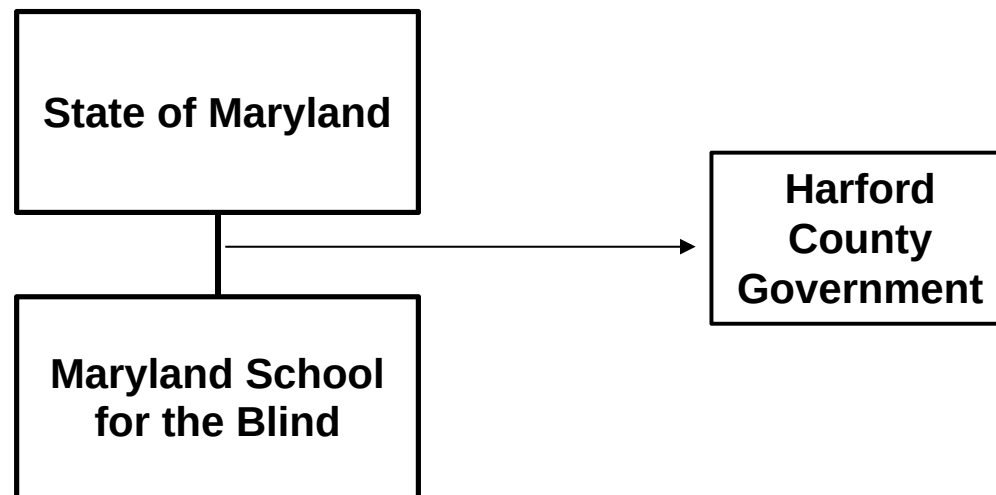
| FY 16      | FY 17      | CHANGE  |                                                                                                                                                         |
|------------|------------|---------|---------------------------------------------------------------------------------------------------------------------------------------------------------|
| 15,261,612 | 15,561,612 | 300,000 | <u>MISCELLANEOUS</u> increase \$300,000<br>Additional funds are provided for Instruction to restore funding levels that had been reduced prior to FY 16 |



**Harford Community College Library**



# MARYLAND SCHOOL FOR THE BLIND



## MARYLAND SCHOOL FOR THE BLIND

### **ORIGIN/PURPOSE:**

In 1853, the Maryland Institution for the Instruction of the Blind first opened its doors in downtown Baltimore. In 1868, the institution's name was changed to the Maryland School for the Blind. In 1908, the school moved to its present location in the Northeast corner of Baltimore City.

The school prides itself on treating the whole child and not just the disability. They provide instructional, residential, recreational, orientation, and mobility activities; plus health services, physical, speech and occupational therapies; and Braille instruction. They teach all of the basics, including math, reading and science, in addition to the specialized services tailored to meet the needs of their students. A Drama Club, Boy Scouts, Arts and Crafts, and other activities are offered and students compete in swim meets, bowling, skiing, wrestling, and track.

Students who are "just" blind attend school in their local school districts where they learn in a classroom with their peers and remain close to their families and friends. Many of these students receive specialized support services from the Maryland School for the Blind.

More than 90% of the children served on campus have multiple disabilities and approximately 50% are classified as severely or profoundly disabled. Students from every county in Maryland stay on campus during the week.

### **VISION**

The Maryland School for the Blind strives to be:

*the premier statewide resource for the specific educational and living skill needs of all individuals with visual impairment in Maryland;*  
*the statewide training center for those who work or live with individuals with visual impairment;*  
*a model demonstration site for the education and employment of individuals with visual impairment.*

### **MISSION STATEMENT**

THE MARYLAND SCHOOL FOR THE BLIND EDUCATES CHILDREN AND YOUTH WITH VISUAL IMPAIRMENTS, INCLUDING THOSE WITH MULTIPLE DISABILITIES FOR FUNCTIONAL INDEPENDENCE.

|                               |
|-------------------------------|
| MARYLAND SCHOOL FOR THE BLIND |
|-------------------------------|

**ALL FUND SUMMARY:**

|        |                                    | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|--------|------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
|        | <b><u>SUMMARY BY CHARACTER</u></b> |                  |                  |                             |                                |                  |
| 70     | MISCELLANEOUS                      | 58,546           | 80,000           | 80,000                      | 0                              | 0                |
|        | <b>GRAND TOTAL</b>                 | <u>58,546</u>    | <u>80,000</u>    | <u>80,000</u>               | <u>0</u>                       | <u>0</u>         |
|        | <b><u>SUMMARY BY FUND</u></b>      |                  |                  |                             |                                |                  |
| 11     | GENERAL                            | 58,546           | 80,000           | 80,000                      | 0                              | 0                |
|        | <b>GRAND TOTAL</b>                 | <u>58,546</u>    | <u>80,000</u>    | <u>80,000</u>               | <u>0</u>                       | <u>0</u>         |
|        | <b><u>SUMMARY BY DIVISION</u></b>  |                  |                  |                             |                                |                  |
| 571000 | MARYLAND SCHOOL FOR THE BLIND      | 58,546           | 80,000           | 80,000                      | 0                              | 0                |
|        |                                    | <u>58,546</u>    | <u>80,000</u>    | <u>80,000</u>               | <u>0</u>                       | <u>0</u>         |

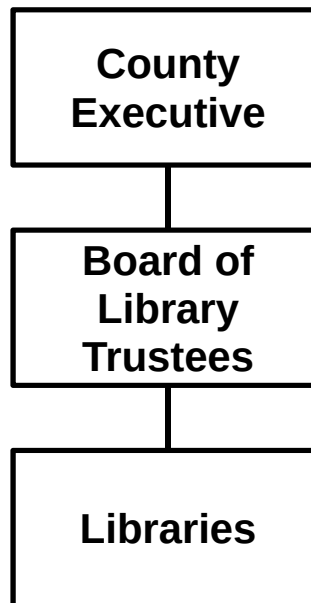
**FINANCIAL NOTES:**

| FY 16  | FY 17 | CHANGE   |
|--------|-------|----------|
| 80,000 | 0     | (80,000) |

Funds have been reallocated to the Harford County Public Schools budget for FY 17.

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# LIBRARIES



## LIBRARIES

### **ORIGIN/PURPOSE:**

The mission of the Harford County Public Library (HCPL) system is to provide efficient and convenient service to the residents of Harford County. The seven member Board of Library Trustees, representing all areas of the County, is appointed by the County Executive and confirmed by the County Council to overlapping five year terms. The Board operates under the Laws of Maryland, Title 23, and Harford County Code, Article XXI, Bill No. 81-68 and as amended by Bill No. 97-17. The library system currently maintains eleven service outlets and one administrative and support services building.

### **MISSION STATEMENT**

TO BE THE PREMIER LIBRARY SYSTEM, RECOGNIZED FOR DELIVERING INNOVATIVE SERVICES, PROVIDING ACCESS TO INFORMATION AND PROMOTING THE LOVE OF READING WITHIN THE COMMUNITY

### **FY 17 GOALS AND OBJECTIVES:**

TO HAVE A CULTURE WHERE INNOVATION IS THE NORM

*Decrease cultural barriers to innovation*

*Increase the number of innovative internal methods and practices*

*Increase the number of innovation customer-focused programs and services*

TO PROVIDE CUSTOMIZED SERVICES TO TARGETED AUDIENCES IN THE COMMUNITY

*Increase support to school-aged children and teens*

*Improve library service to populations new to Harford County*

*Enhance the services we provide to our online community*

*Increase library access and resources for commuters*

## LIBRARIES

### FY 2017 GOALS AND OBJECTIVES (cont'd):

TO USE ADVOCACY, PARTNERSHIPS, AND FUNDRAISING INITIATIVES TO INCREASE RESOURCES IN SUPPORT OF INNOVATIVE STRATEGIES

*Increase key decision makers' level of understanding about Library initiatives and issues*

*Increase contributions to the Library from business partners within the community*

*Improve cooperation between the Library and HCPL Foundation to support fundraising efforts*

*Improve collaboration among HCPL Foundation, Friends groups, and the Library to support Friends efforts*

*Increase funding to support strategic objectives*

TO MEET CUSTOMER TECHNOLOGY NEEDS BY PROVIDING THE LATEST TECHNOLOGY AND TRAINING

*Increase understanding of library customers' technology needs*

*Increase the library's knowledge and use of innovative technologies*

*Increase the organization's effectiveness in training staff in new and existing technologies*

*Increase customer usage of new and existing technologies*

TO HELP THE COMMUNITY UNDERSTAND AND VALUE THE INNOVATIVE SERVICES PROVIDED BY HCPL

*Increase in-house understanding of Marketing's role as an integral part of library service delivery*

*Increase advertising, publicity, and promotional efforts for library main events and improve library positioning in the community*

*Improve the quality of HCPL marketing materials*

*Increase funding for marketing*

## LIBRARIES

### ALL FUND SUMMARY:

|        |                                    | AUDITED<br>FY 14  | AUDITED<br>FY 15  | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17  |
|--------|------------------------------------|-------------------|-------------------|-----------------------------|--------------------------------|-------------------|
|        | <b><u>SUMMARY BY CHARACTER</u></b> |                   |                   |                             |                                |                   |
| 20     | CONTRACTUAL SERVICES               | 21,121            | 0                 | 0                           | 8,428                          | 8,428             |
| 70     | MISCELLANEOUS                      | 16,137,189        | 16,137,189        | 16,279,546                  | 16,624,546                     | 16,636,146        |
|        | <b>GRAND TOTAL</b>                 | <u>16,158,310</u> | <u>16,137,189</u> | <u>16,279,546</u>           | <u>16,632,974</u>              | <u>16,644,574</u> |
|        | <b><u>SUMMARY BY FUND</u></b>      |                   |                   |                             |                                |                   |
| 11     | GENERAL                            | 16,158,310        | 16,137,189        | 16,279,546                  | 16,632,974                     | 16,644,574        |
|        | <b>GRAND TOTAL</b>                 | <u>16,158,310</u> | <u>16,137,189</u> | <u>16,279,546</u>           | <u>16,632,974</u>              | <u>16,644,574</u> |
|        | <b><u>SUMMARY BY DIVISION</u></b>  |                   |                   |                             |                                |                   |
| 581000 | COUNTY LIBRARIES                   | 16,158,310        | 16,137,189        | 16,279,546                  | 16,632,974                     | 16,644,574        |
|        | <b>GRAND TOTAL</b>                 | <u>16,158,310</u> | <u>16,137,189</u> | <u>16,279,546</u>           | <u>16,632,974</u>              | <u>16,644,574</u> |

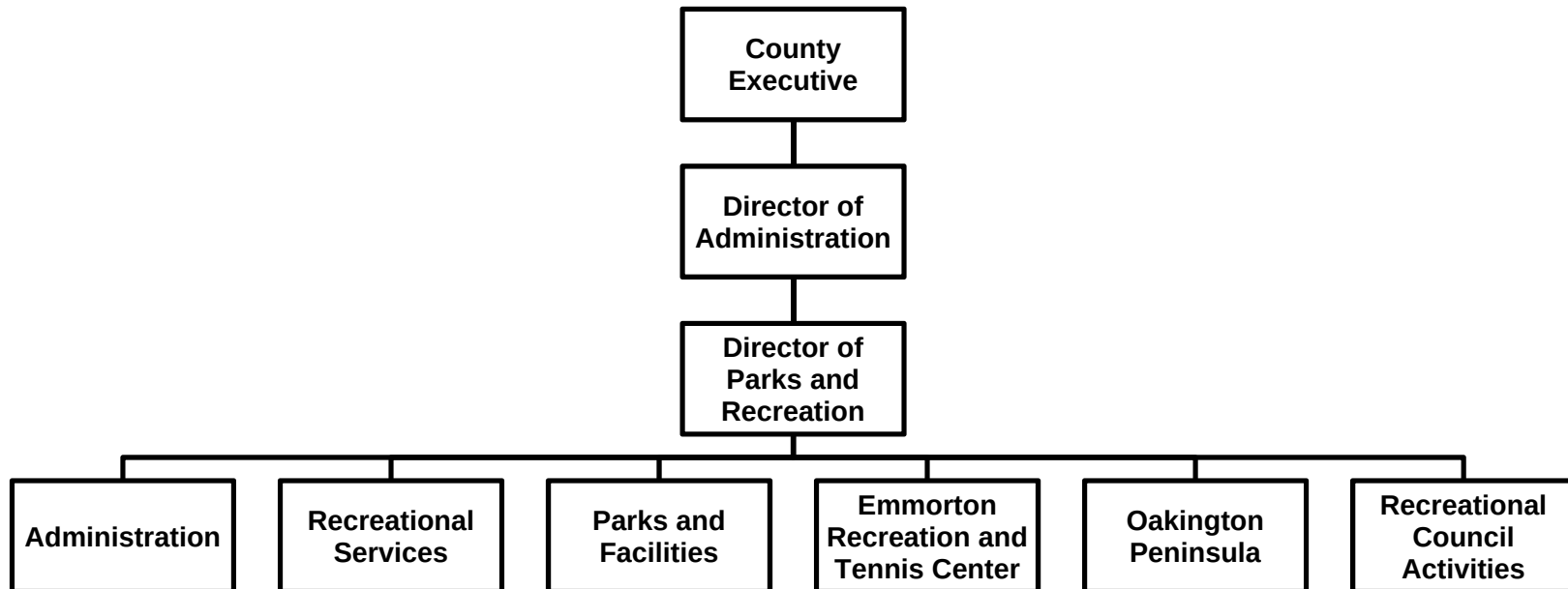
### FINANCIAL NOTES:

| FY 16      | FY 17      | CHANGE  |
|------------|------------|---------|
| 16,279,546 | 16,644,574 | 365,028 |

Additional funds are provided for wage parity with County employees of a Merit Salary Increase of 3% @ \$345,000 and for the first time in several years funds are appropriated for Insurance @ \$8,428 as well as funding to support the Oral History program @ \$11,600



# DEPARTMENT OF PARKS AND RECREATION



## PARKS AND RECREATION

### **ORIGIN/PURPOSE:**

The Department of Parks and Recreation was formed under Harford County Charter, Article IV, Section 402 (Amended by Bill No. 88-35), Section 409 and 410. Parks and Recreation is divided into four primary areas of responsibility: Administration, Facilities & Operations, Recreational Services, and Capital Planning & Development. These areas are responsible for operating and maintaining park facilities and grounds, preserving open space, and offering a variety of leisure opportunities and activities for the County's young, adult, and disabled residents. To accomplish these tasks, the Department seeks and receives input and assistance through its Advisory Board and interested volunteers serving on 21 Recreation Councils. As a means of maximizing the use of public funds, joint-use agreements with Harford County Public Schools enable the Department to utilize indoor and outdoor school facilities for after school and weekend programs. The partnerships created by these agreements prove essential as recreation needs are demonstrated and accommodated. The Governmental Accounting Standards Board (GASB) is the authority that sets consistent accounting standards for state and local governments. In order to comply with GASB Statement No. 34, legislation was passed by the Harford County Council in 2001 to establish a Parks and Recreation Special Revenue Fund to measure and report costs for certain activities provided by the Department where fees are charged. The following Parks and Recreation accounts manage recreation/leisure services that qualifies under this Fund: Emmorton Tennis and Recreation Center, Oakington Peninsula, and Recreational Council Special Activities.

### **MISSION STATEMENT:**

PARKS AND RECREATION PROVIDES ACTIVE AND PASSIVE OPPORTUNITIES FOR RECREATION SEEKERS OF VARIOUS AGES AND ABILITIES. WE USE VARIOUS COST EFFICIENT MEASURES TO PROVIDE SAFE, WELL-MAINTAINED GROUNDS, PARKS, AND FACILITIES WITH THE GOAL OF EDUCATING AND STRENGTHENING INDIVIDUALS, FAMILIES, AND COMMUNITIES

### **FY 2017 GOALS:**

TO MAINTAIN SAFE AND SECURE DEPARTMENT FACILITIES AND PARK SITES  
TO ENHANCE DEPARTMENT CUSTOMER SERVICE  
TO EXPAND REVENUE BASE IN DEPARTMENT PROGRAMS AND FACILITIES  
TO ACQUIRE ADDITIONAL RECREATION LAND THROUGH PROGRAM OPEN SPACE FUNDING TO HELP MEET THE NEEDS OF CURRENT AND FUTURE RESIDENTS  
TO DEVELOP PASSIVE RECREATION OPPORTUNITIES FOR COUNTY CITIZENS, INCLUDING INTEGRATED GREENWAY / TRAIL SYSTEMS  
TO INCORPORATE SUSTAINABLE DEVELOPMENT AND CONSERVATION PRACTICES IN ALL PARKS AND RECREATION PARK SITES AND FACILITIES  
TO IMPROVE EXISTING FACILITIES AND DEVELOP COMPLEMENTARY FACILITIES WHERE APPROPRIATE  
TO ESTABLISH EFFECTIVE AND EFFICIENT FISCAL CONTROL PROCESSES INCLUDING THE USE OF CONTRACTUAL PARTNERSHIPS, WHERE APPLICABLE, IN MAINTAINING AND OPERATING FACILITIES

# PARKS AND RECREATION

## ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14  | AUDITED<br>FY 15  | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17  |
|-------------------------------------|-------------------|-------------------|-----------------------------|--------------------------------|-------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                   |                   |                             |                                |                   |
| 10 PERSONAL SERVICES                | 8,321,185         | 8,207,134         | 7,333,906                   | 7,489,884                      | 7,489,884         |
| 20 CONTRACTUAL SERVICES             | 1,660,637         | 1,583,374         | 1,453,285                   | 1,613,367                      | 1,576,767         |
| 30 SUPPLIES AND MATERIALS           | 441,238           | 353,409           | 461,245                     | 505,242                        | 505,242           |
| 40 BUSINESS AND TRAVEL              | 361,679           | 379,585           | 395,731                     | 395,735                        | 395,735           |
| 50 CAPITAL OUTLAY                   | 92,381            | 111,323           | 3,000                       | 3,000                          | 3,000             |
| 70 MISCELLANEOUS                    | 108,616           | 128,181           | 143,798                     | 140,435                        | 165,435           |
| 80 INTERGOVERNMENTAL EXPENSES       | 0                 | 856               | 0                           | 0                              | 0                 |
| <b>GRAND TOTAL</b>                  | <b>10,985,736</b> | <b>10,763,862</b> | <b>9,790,965</b>            | <b>10,147,663</b>              | <b>10,136,063</b> |

## **SUMMARY BY FUND:**

|                         |                   |                   |                  |                   |                   |
|-------------------------|-------------------|-------------------|------------------|-------------------|-------------------|
| 11 GENERAL              | 10,189,978        | 9,931,148         | 8,916,552        | 9,323,663         | 9,312,063         |
| 26 PARKS AND RECREATION | 795,758           | 832,714           | 874,413          | 824,000           | 824,000           |
| <b>GRAND TOTAL</b>      | <b>10,985,736</b> | <b>10,763,862</b> | <b>9,790,965</b> | <b>10,147,663</b> | <b>10,136,063</b> |

## **SUMMARY BY DIVISION:**

|                                   |                                 |                   |                   |                  |                   |                   |
|-----------------------------------|---------------------------------|-------------------|-------------------|------------------|-------------------|-------------------|
| <u>GENERAL FUND:</u>              |                                 |                   |                   |                  |                   |                   |
| 591000                            | ADMINISTRATION                  | 840,097           | 918,313           | 684,613          | 730,751           | 755,751           |
| 593000                            | RECREATIONAL SERVICES           | 2,843,156         | 2,603,903         | 2,550,015        | 2,609,750         | 2,609,750         |
| 595000                            | PARKS & FACILITIES              | 6,506,725         | 6,408,932         | 5,681,924        | 5,983,162         | 5,946,562         |
| <u>PARKS AND RECREATION FUND:</u> |                                 |                   |                   |                  |                   |                   |
| 593002                            | EMMORTON REC & TENNIS CTR       | 294,651           | 377,007           | 296,556          | 301,996           | 301,996           |
| 593003                            | OAKINGTON PENINSULA             | 340,713           | 294,646           | 384,870          | 346,168           | 346,168           |
| 593004                            | RECREATIONAL COUNCIL ACTIVITIES | 160,394           | 161,061           | 192,987          | 175,836           | 175,836           |
| <b>GRAND TOTAL</b>                |                                 | <b>10,985,736</b> | <b>10,763,862</b> | <b>9,790,965</b> | <b>10,147,663</b> | <b>10,136,063</b> |

## SUMMARY OF GRANT BUDGETS

**44,038**

**DEPARTMENT STAFF SUMMARY  
PARKS AND RECREATION**

| POSITION TITLE                                    | ENACTED<br>FY 15 |           | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|---------------------------------------------------|------------------|-----------|------------------|----------|------------------|----------|
|                                                   | POSITIONS        | SALARIES  | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| <b><u>PARKS AND RECREATION - GENERAL FUND</u></b> |                  |           |                  |          |                  |          |
| Administrative Assistant I                        | 2.00             | 80,303    | 2.00             | 78,024   | 0.00             | 0        |
| Administrative Assistant II                       | 13.00            | 681,230   | 13.00            | 671,921  | 15.00            | 776,881  |
| Administrative Secretary III                      | 1.00             | 64,654    | 1.00             | 50,296   | 1.00             | 51,804   |
| Administrative Specialist II                      | 1.00             | 63,793    | 0.00             | 0        | 0.00             | 0        |
| Building Caretaker                                | 0.00             | 0         | 17.00            | 586,718  | 17.00            | 641,511  |
| Chief of Parks and Recreation                     | 1.00             | 99,922    | 1.00             | 81,000   | 1.00             | 82,326   |
| Civil Engineer III                                | 2.00             | 181,919   | 1.00             | 93,305   | 1.00             | 96,105   |
| Crew Chief                                        | 3.00             | 110,838   | 1.00             | 59,965   | 1.00             | 61,764   |
| Crew Leader I                                     | 6.00             | 241,420   | 5.00             | 211,996  | 5.00             | 218,356  |
| Crew Leader II                                    | 2.00             | 87,777    | 3.00             | 128,077  | 3.00             | 131,919  |
| Custodial Worker II                               | 13.00            | 464,861   | 0.00             | 0        | 0.00             | 0        |
| Deputy Director, Parks and Recreation             | 1.00             | 81,000    | 1.00             | 81,000   | 1.00             | 81,000   |
| Director, Parks and Recreation                    | 1.00             | 119,600   | 1.00             | 105,000  | 1.00             | 106,000  |
| Engineering Associate V                           | 1.00             | 69,763    | 1.00             | 70,763   | 1.00             | 73,229   |
| Equipment Repair Specialist                       | 3.00             | 167,783   | 3.00             | 170,783  | 3.00             | 175,906  |
| Maintenance Mechanic I                            | 1.00             | 37,089    | 0.00             | 0        | 0.00             | 0        |
| Maintenance Mechanic II                           | 4.00             | 220,113   | 0.00             | 0        | 0.00             | 0        |
| Maintenance Supervisor                            | 2.00             | 143,514   | 1.00             | 62,235   | 0.00             |          |
| Maintenance Worker I                              | 9.00             | 272,476   | 11.00            | 376,379  | 9.00             | 302,449  |
| Maintenance Worker II                             | 10.00            | 350,609   | 10.00            | 375,297  | 11.00            | 447,667  |
| Management Assistant I                            | 0.00             | 0         | 1.00             | 68,000   | 1.00             | 70,040   |
| Management Assistant II                           | 1.00             | 62,754    | 0.00             | 0        | 0.00             | 0        |
| Park Building Maintenance Worker                  | 5.00             | 194,785   | 0.00             | 0        | 0.00             | 0        |
| Planner II                                        | 0.00             | 0         | 1.00             | 54,274   | 0.00             | 0        |
| Planner III                                       | 0.00             | 0         | 0.00             | 0        | 0.00             | 0        |
| Recreation Specialist I                           | 0.00             | 0         | 1.00             | 56,000   | 0.00             | 0        |
| Recreation Specialist II                          | 0.00             | 0         | 0.00             | 0        | 6.00             | 293,417  |
| Recreation Specialist III                         | 2.00             | 94,800    | 2.00             | 96,800   | 1.00             | 49,852   |
| Recreation Specialist IV                          | 1.00             | 52,800    | 1.00             | 56,440   | 2.00             | 112,517  |
| Recreation Specialist V                           | 14.50            | 1,004,090 | 12.50            | 798,669  | 9.00             | 592,874  |

**DEPARTMENT STAFF SUMMARY  
PARKS AND RECREATION**

| POSITION TITLE                                    | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|---------------------------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                                   | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b><u>PARKS AND RECREATION - GENERAL FUND</u></b> |                  |                  |                  |                  |                  |                  |
| Superintendent/Parks & Facilities                 | 0.00             | 0                | 1.00             | 58,700           | 1.00             | 60,461           |
| Superintendent/Parks & Recreation                 | 0.00             | 0                | 1.00             | 66,891           | 1.00             | 68,898           |
| Utility Worker II                                 | 1.00             | 48,360           | 1.00             | 49,360           | 1.00             | 50,841           |
| <b>FULL-TIME SALARIES</b>                         | 100.50           | 4,996,253        | 93.50            | 4,507,893        | 92.00            | 4,545,817        |
| <b>SALARY OFFSET</b>                              |                  | (60,998)         |                  | (30,004)         |                  | 0                |
| <b>TOTAL FULL-TIME SALARIES</b>                   | 100.50           | 4,935,255        | 93.50            | 4,477,889        | 92.00            | 4,545,817        |
| <b>PART-TIME SALARIES</b>                         |                  |                  |                  |                  |                  |                  |
| Custodial Worker II                               | 2.00             | 57,447           | 0.00             | 0                | 0.00             | 0                |
| <b>TOTAL PART-TIME SALARIES</b>                   | 2.00             | 57,447           | 0.00             | 0                | 0.00             | 0                |
| <b>TEMPORARY SALARIES</b>                         |                  | 220,610          |                  | 231,851          |                  | 254,445          |
| <b>SALARY TOTAL P &amp; R - GENERAL FUND</b>      | <b>102.50</b>    | <b>5,213,312</b> | <b>93.50</b>     | <b>4,709,740</b> | <b>92.00</b>     | <b>4,800,262</b> |

**DEPARTMENT STAFF SUMMARY  
PARKS AND RECREATION**

| POSITION TITLE                                                | ENACTED<br>FY 15 |           | ENACTED<br>FY 16 |           | ENACTED<br>FY 17 |           |
|---------------------------------------------------------------|------------------|-----------|------------------|-----------|------------------|-----------|
|                                                               | POSITIONS        | SALARIES  | POSITIONS        | SALARIES  | POSITIONS        | SALARIES  |
| <b><u>PARKS AND RECREATION - SPECIAL<br/>REVENUE FUND</u></b> |                  |           |                  |           |                  |           |
| Administrative Specialist II                                  | 1.00             | 60,668    | 1.00             | 60,668    | 1.00             | 76,633    |
| Building Caretaker                                            | 0.00             | 0         | 1.00             | 40,471    | 1.00             | 41,685    |
| Custodial Worker II                                           | 1.00             | 39,471    | 0.00             | 0         | 0.00             | 0         |
| Recreation Specialist V                                       | 0.50             | 47,582    | 0.50             | 31,494    | 0.00             | 0         |
| <b>TOTAL FULL-TIME SALARIES</b>                               | 2.50             | 147,721   | 2.50             | 146,366   | 2.00             | 118,318   |
| <b>TEMPORARY SALARIES</b>                                     |                  | 177,840   |                  | 138,997   |                  | 146,526   |
| <b>SUB-TOTAL P &amp; R SPECIAL REVENUE</b>                    | 2.50             | 325,561   | 2.50             | 285,363   | 2.00             | 264,844   |
| <b>OTHER PERSONAL SERVICES</b>                                |                  |           |                  |           |                  |           |
| Pension & Retirement                                          |                  | 531,110   |                  | 478,374   |                  | 497,921   |
| Workers' Compensation                                         |                  | 150,347   |                  | 146,779   |                  | 66,401    |
| Health Benefits                                               |                  | 1,197,848 |                  | 1,237,897 |                  | 1,261,690 |
| PEHP                                                          |                  | 93,556    |                  | 119,796   |                  | 106,893   |
| Overtime & Shift Differential                                 |                  | 59,803    |                  | 71,676    |                  | 79,964    |
| FICA                                                          |                  | 428,857   |                  | 425,921   |                  | 398,189   |
| Miscellaneous                                                 |                  | 14,910    |                  | 15,190    |                  | 13,720    |
| <b>TOTAL OTHER PERSONAL SERVICES</b>                          |                  | 2,476,431 |                  | 2,495,633 |                  | 2,424,778 |

**DEPARTMENT STAFF SUMMARY  
PARKS AND RECREATION**

| POSITION TITLE                                         | ENACTED<br>FY 15     |                           | ENACTED<br>FY 16    |                         | ENACTED<br>FY 17    |                         |
|--------------------------------------------------------|----------------------|---------------------------|---------------------|-------------------------|---------------------|-------------------------|
|                                                        | POSITIONS            | SALARIES                  | POSITIONS           | SALARIES                | POSITIONS           | SALARIES                |
| <b><u>PARKS AND RECREATION - DEPARTMENT TOTALS</u></b> |                      |                           |                     |                         |                     |                         |
| TOTAL FULL-TIME SALARIES                               | 103.00               | 5,143,974                 | 96.00               | 4,654,259               | 94.00               | 4,664,135               |
| TOTAL SALARY OFFSET                                    |                      | (60,998)                  |                     | (30,004)                |                     | 0                       |
| TOTAL PART-TIME SALARIES                               | 2.00                 | 57,447                    | 0.00                | 0                       | 0.00                | 0                       |
| TEMPORARY SALARIES                                     |                      | 398,450                   |                     | 370,848                 |                     | 400,971                 |
| TOTAL OTHER PERSONAL SERVICES                          |                      | <u>2,476,431</u>          |                     | <u>2,495,633</u>        |                     | <u>2,424,778</u>        |
| <b>PARKS AND RECREATION SALARY TOTALS</b>              | <b><u>105.00</u></b> | <b><u>8,015,304 *</u></b> | <b><u>96.00</u></b> | <b><u>7,490,736</u></b> | <b><u>94.00</u></b> | <b><u>7,489,884</u></b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited Amounts

# PARKS AND RECREATION

## GENERAL FUND SUMMARY:

|                                     | AUDITED<br>FY 14         | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17        |
|-------------------------------------|--------------------------|-------------------------|-----------------------------|--------------------------------|-------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                         |                             |                                |                         |
| 10 PERSONAL SERVICES                | 7,918,330                | 7,819,602               | 6,934,353                   | 7,125,460                      | 7,125,460               |
| 20 CONTRACTUAL SERVICES             | 1,337,421                | 1,278,842               | 1,105,115                   | 1,277,115                      | 1,240,515               |
| 30 SUPPLIES & MATERIALS             | 388,960                  | 309,482                 | 405,080                     | 449,080                        | 449,080                 |
| 40 BUSINESS AND TRAVEL              | 357,438                  | 374,257                 | 391,566                     | 391,570                        | 391,570                 |
| 50 CAPITAL OUTLAY                   | 82,355                   | 79,256                  | 0                           | 0                              | 0                       |
| 70 MISCELLANEOUS                    | 105,474                  | 68,853                  | 80,438                      | 80,438                         | 105,438                 |
| 80 INTERGOVERNMENTAL EXPENSES       | <u>0</u>                 | <u>856</u>              | <u>0</u>                    | <u>0</u>                       | <u>0</u>                |
| <b>GRAND TOTAL</b>                  | <b><u>10,189,978</u></b> | <b><u>9,931,148</u></b> | <b><u>8,916,552</u></b>     | <b><u>9,323,663</u></b>        | <b><u>9,312,063</u></b> |

## **SUMMARY BY FUND:**

|                    |                          |                         |                         |                         |                         |
|--------------------|--------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL         | <u>10,189,978</u>        | <u>9,931,148</u>        | <u>8,916,552</u>        | <u>9,323,663</u>        | <u>9,312,063</u>        |
| <b>GRAND TOTAL</b> | <b><u>10,189,978</u></b> | <b><u>9,931,148</u></b> | <b><u>8,916,552</u></b> | <b><u>9,323,663</u></b> | <b><u>9,312,063</u></b> |

## **SUMMARY BY DIVISION:**

|                    |                       |                          |                         |                         |                         |                         |
|--------------------|-----------------------|--------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 591000             | ADMINISTRATION        | 840,097                  | 918,313                 | 684,613                 | 730,751                 | 755,751                 |
| 593000             | RECREATIONAL SERVICES | 2,843,156                | 2,603,903               | 2,550,015               | 2,609,750               | 2,609,750               |
| 595000             | PARKS & FACILITIES    | <u>6,506,725</u>         | <u>6,408,932</u>        | <u>5,681,924</u>        | <u>5,983,162</u>        | <u>5,946,562</u>        |
| <b>GRAND TOTAL</b> |                       | <b><u>10,189,978</u></b> | <b><u>9,931,148</u></b> | <b><u>8,916,552</u></b> | <b><u>9,323,663</u></b> | <b><u>9,312,063</u></b> |

## SUMMARY OF GRANT BUDGETS

**44,038**



**DEPARTMENT STAFF SUMMARY  
PARKS AND RECREATION**

| POSITION TITLE                                    | ENACTED<br>FY 15 |           | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|---------------------------------------------------|------------------|-----------|------------------|----------|------------------|----------|
|                                                   | POSITIONS        | SALARIES  | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| <b><u>PARKS AND RECREATION - GENERAL FUND</u></b> |                  |           |                  |          |                  |          |
| Administrative Assistant I                        | 2.00             | 80,303    | 2.00             | 78,024   | 0.00             | 0        |
| Administrative Assistant II                       | 13.00            | 681,230   | 13.00            | 671,921  | 15.00            | 776,881  |
| Administrative Secretary III                      | 1.00             | 64,654    | 1.00             | 50,296   | 1.00             | 51,804   |
| Administrative Specialist II                      | 1.00             | 63,793    | 0.00             | 0        | 0.00             | 0        |
| Building Caretaker                                | 0.00             | 0         | 17.00            | 586,718  | 17.00            | 641,511  |
| Chief of Parks and Recreation                     | 1.00             | 99,922    | 1.00             | 81,000   | 1.00             | 82,326   |
| Civil Engineer III                                | 2.00             | 181,919   | 1.00             | 93,305   | 1.00             | 96,105   |
| Crew Chief                                        | 3.00             | 110,838   | 1.00             | 59,965   | 1.00             | 61,764   |
| Crew Leader I                                     | 6.00             | 241,420   | 5.00             | 211,996  | 5.00             | 218,356  |
| Crew Leader II                                    | 2.00             | 87,777    | 3.00             | 128,077  | 3.00             | 131,919  |
| Custodial Worker II                               | 13.00            | 464,861   | 0.00             | 0        | 0.00             | 0        |
| Deputy Director, Parks and Recreation             | 1.00             | 81,000    | 1.00             | 81,000   | 1.00             | 81,000   |
| Director, Parks and Recreation                    | 1.00             | 119,600   | 1.00             | 105,000  | 1.00             | 106,000  |
| Engineering Associate V                           | 1.00             | 69,763    | 1.00             | 70,763   | 1.00             | 73,229   |
| Equipment Repair Specialist                       | 3.00             | 167,783   | 3.00             | 170,783  | 3.00             | 175,906  |
| Maintenance Mechanic I                            | 1.00             | 37,089    | 0.00             | 0        | 0.00             | 0        |
| Maintenance Mechanic II                           | 4.00             | 220,113   | 0.00             | 0        | 0.00             | 0        |
| Maintenance Supervisor                            | 2.00             | 143,514   | 1.00             | 62,235   | 0.00             | 0        |
| Maintenance Worker I                              | 9.00             | 272,476   | 11.00            | 376,379  | 9.00             | 302,449  |
| Maintenance Worker II                             | 10.00            | 350,609   | 10.00            | 375,297  | 11.00            | 447,667  |
| Management Assistant I                            | 0.00             | 0         | 1.00             | 68,000   | 1.00             | 70,040   |
| Management Assistant II                           | 1.00             | 62,754    | 0.00             | 0        | 0.00             | 0        |
| Park Building Maintenance Worker                  | 5.00             | 194,785   | 0.00             | 0        | 0.00             | 0        |
| Planner II                                        | 0.00             | 0         | 1.00             | 54,274   | 0.00             | 0        |
| Planner III                                       | 0.00             | 0         | 0.00             | 0        | 0.00             | 0        |
| Recreation Specialist I                           | 0.00             | 0         | 1.00             | 56,000   | 0.00             | 0        |
| Recreation Specialist II                          | 0.00             | 0         | 0.00             | 0        | 6.00             | 293,417  |
| Recreation Specialist III                         | 2.00             | 94,800    | 2.00             | 96,800   | 1.00             | 49,852   |
| Recreation Specialist IV                          | 1.00             | 52,800    | 1.00             | 56,440   | 2.00             | 112,517  |
| Recreation Specialist V                           | 14.50            | 1,004,090 | 12.50            | 798,669  | 9.00             | 592,874  |

**DEPARTMENT STAFF SUMMARY  
PARKS AND RECREATION**

| POSITION TITLE                                    | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|---------------------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                                   | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b><u>PARKS AND RECREATION - GENERAL FUND</u></b> |                  |                    |                  |                  |                  |                  |
| Superintendent/Parks & Facilities                 | 0.00             | 0                  | 1.00             | 58,700           | 1.00             | 60,461           |
| Superintendent/Parks & Recreation                 | 0.00             | 0                  | 1.00             | 66,891           | 1.00             | 68,898           |
| Utility Worker II                                 | 1.00             | 48,360             | 1.00             | 49,360           | 1.00             | 50,841           |
| <b>FULL-TIME SALARIES</b>                         | 100.50           | 4,996,253          | 93.50            | 4,507,893        | 92.00            | 4,545,817        |
| <b>SALARY OFFSET</b>                              |                  | (60,998)           |                  | (30,004)         |                  | 0                |
| <b>TOTAL FULL-TIME SALARIES</b>                   | 100.50           | 4,935,255          | 93.50            | 4,477,889        | 92.00            | 4,545,817        |
| <b>PART-TIME SALARIES</b>                         |                  |                    |                  |                  |                  |                  |
| Custodial Worker II                               | 2.00             | 57,447             | 0.00             | 0                | 0.00             | 0                |
| <b>TOTAL PART-TIME SALARIES</b>                   | 2.00             | 57,447             | 0.00             | 0                | 0.00             | 0                |
| <b>TEMPORARY SALARIES</b>                         |                  | 220,610            |                  | 231,851          |                  | 254,445          |
| <b>SALARY TOTAL P &amp; R - GENERAL FUND</b>      | <b>102.50</b>    | <b>5,213,312</b>   | <b>93.50</b>     | <b>4,709,740</b> | <b>92.00</b>     | <b>4,800,262</b> |
| <b>OTHER PERSONAL SERVICES</b>                    |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                              |                  | 507,877            |                  | 454,304          |                  | 476,539          |
| Workers' Compensation                             |                  | 142,260            |                  | 37,868           |                  | 64,212           |
| Health Benefits                                   |                  | 1,191,341          |                  | 1,132,384        |                  | 1,221,015        |
| PEHP                                              |                  | 115,364            |                  | 149,160          |                  | 103,145          |
| Overtime & Shift Differential                     |                  | 59,676             |                  | 69,676           |                  | 69,964           |
| FICA                                              |                  | 403,221            |                  | 367,921          |                  | 377,163          |
| Miscellaneous                                     |                  | 14,700             |                  | 13,300           |                  | 13,160           |
| <b>TOTAL OTHER PERSONAL SERVICES</b>              |                  | <b>2,434,439</b>   |                  | <b>2,224,613</b> |                  | <b>2,325,198</b> |
| <b>TOTAL PERSONAL SERVICES</b>                    | <b>102.50</b>    | <b>7,647,751 *</b> | <b>93.50</b>     | <b>6,934,353</b> | <b>92.00</b>     | <b>7,125,460</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited Amounts

**PARKS AND RECREATION**  
**Administration**  
**Index #591000**

**ORIGIN/PURPOSE:**

The Office of the Director, with advice and counsel from staff and Advisory Board, establishes and interprets policy and provide support services for the various divisions within the department.

These services include budget management, purchasing, personnel, coordination of departmental and divisional activities, and networking at the administrative level with other State and County agencies, community groups, and elected officials.

**FY 17 GOALS:**

TO MAINTAIN SAFE AND SECURE DEPARTMENT FACILITIES AND PARK SITES

TO ENHANCE DEPARTMENT CUSTOMER SERVICE

TO EXPAND REVENUE BASE IN DEPARTMENT PROGRAMS AND FACILITIES

TO ACQUIRE ADDITIONAL RECREATION LAND, INCLUDING WATERFRONT PROPERTIES, THROUGH PROGRAM OPEN SPACE FUNDING TO HELP MEET THE NEEDS OF CURRENT AND FUTURE RESIDENTS

TO DEVELOP PASSIVE RECREATION OPPORTUNITIES FOR COUNTY CITIZENS, INCLUDING INTEGRATED GREENWAY / TRAIL SYSTEMS

TO INCORPORATE SUSTAINABLE DEVELOPMENT AND CONSERVATION PRACTICES IN ALL PARKS AND RECREATION PARK SITES AND FACILITIES

TO IMPROVE EXISTING FACILITIES AND DEVELOP COMPLEMENTARY FACILITIES WHERE APPROPRIATE

TO ESTABLISH EFFECTIVE AND EFFICIENT FISCAL CONTROL PROCESSES INCLUDING THE USE OF CONTRACTUAL PARTNERSHIPS, WHERE APPLICABLE, IN MAINTAINING FACILITIES

**PARKS AND RECREATION**  
**Administration**  
**Index #591000**

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 796,940                  | 904,143                  | 663,878                              | 710,016                                 | 710,016                  |
| 20 CONTRACTUAL SERVICES             | 11,234                   | 10,173                   | 13,335                               | 13,335                                  | 13,335                   |
| 30 SUPPLIES AND MATERIALS           | 2,178                    | 2,402                    | 2,400                                | 2,400                                   | 2,400                    |
| 40 BUSINESS AND TRAVEL              | 4,745                    | 1,595                    | 5,000                                | 5,000                                   | 5,000                    |
| 70 MISCELLANEOUS                    | 25,000                   | 0                        | 0                                    | 0                                       | 25,000                   |
|                                     | <hr/>                    | <hr/>                    | <hr/>                                | <hr/>                                   | <hr/>                    |
| <b>GRAND TOTAL</b>                  | <b>840,097</b>           | <b>918,313</b>           | <b>684,613</b>                       | <b>730,751</b>                          | <b>755,751</b>           |
|                                     | <hr/>                    | <hr/>                    | <hr/>                                | <hr/>                                   | <hr/>                    |
| <b><u>FUNDING SOURCE:</u></b>       |                          |                          |                                      |                                         |                          |
| 11 GENERAL                          | 840,097                  | 918,313                  | 684,613                              | 730,751                                 | 755,751                  |
|                                     | <hr/>                    | <hr/>                    | <hr/>                                | <hr/>                                   | <hr/>                    |

**PARKS AND RECREATION**  
**Administration**  
**Index #591000**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                               |
|--------------|--------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 663,878      | 710,016      | 46,138        | <u>PERSONAL SERVICES</u> increase \$46,138<br>Increase due to the FY 17 Merit Salary increase of 3%, salary adjustments during FY 16, and transfers within the departments. Adjustments were also made to pension, health benefits, FICA, and the Post Employment Health Plan (PEHP). |
| 0            | 25,000       | 25,000        | <u>MISCELLANEOUS</u><br>Funds provided for a contribution to assist the Chesapeake Therapeutic Riding Program.                                                                                                                                                                        |

**DIVISION STAFF SUMMARY**  
**Parks and Recreation Administration**  
**Index #591000**

| POSITION TITLE                        | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|---------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                       | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Assistant I            | 1.00             | 41,600           | 2.00             | 78,024         | 0.00             | 0              |
| Administrative Assistant II           | 3.00             | 156,974          | 2.00             | 108,016        | 3.00             | 147,351 A      |
| Administrative Secretary III          | 1.00             | 64,654           | 1.00             | 50,296         | 1.00             | 51,805         |
| Administrative Specialist II          | 1.00             | 63,793           | 0.00             | 0              | 0.00             | 0              |
| Civil Engineer III                    | 1.00             | 89,614           | 0.00             | 0              | 0.00             | 0              |
| Deputy Director, Parks and Recreation | 1.00             | 81,000           | 1.00             | 81,000         | 1.00             | 81,000         |
| Director, Parks and Recreation        | 1.00             | 119,600          | 1.00             | 105,000        | 1.00             | 106,000        |
| Management Assistant II               | 1.00             | 62,754           | 0.00             | 0              | 0.00             | 0              |
| Superintendent/Parks & Recreation     | 0.00             | 0                | 1.00             | 66,891         | 1.00             | 68,898         |
| <b>SALARY TOTAL</b>                   | <b>10.00</b>     | <b>679,989</b>   | <b>8.00</b>      | <b>489,227</b> | <b>7.00</b>      | <b>455,054</b> |
| <b>TEMPORARY SALARIES</b>             |                  | <b>0</b>         |                  | <b>0</b>       |                  | <b>53,474</b>  |
| <b>OTHER PERSONAL SERVICES</b>        |                  |                  |                  |                |                  |                |
| Pension                               |                  | 67,999           |                  | 48,923         |                  | 50,853         |
| Workers' Compensation                 |                  | 8,763            |                  | 2,346          |                  | 2,856          |
| Health Benefits                       |                  | 94,394           |                  | 71,276         |                  | 92,625         |
| PEHP                                  |                  | 4,564            |                  | 13,560         |                  | 14,992         |
| FICA                                  |                  | 51,858           |                  | 37,426         |                  | 38,902         |
| Miscellaneous                         |                  | 1,400            |                  | 1,120          |                  | 1,260          |
| <b>TOTAL OTHER PERSONAL SERVICES</b>  |                  | <b>228,978</b>   |                  | <b>174,651</b> |                  | <b>201,488</b> |
| <b>TOTAL PERSONAL SERVICES</b>        | <b>10.00</b>     | <b>908,967 *</b> | <b>8.00</b>      | <b>663,878</b> | <b>7.00</b>      | <b>710,016</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

A - Two (2) Administrative Assistant II positions transferred out (#0590, #3402); one Administrative Assistant II transferred in (#3086); and two (2) Administrative Assistant I positions reclassified to Administrative Assistant II (#0903, #3741)

**PARKS AND RECREATION**  
**Recreational Services**  
**Index #593000**

**ORIGIN/PURPOSE:**

The Recreational Services Division initiates and promotes leisure time activities for all County residents. To assist in this effort, community-based volunteer support is solicited through recreation councils and various countywide organizations. In addition to managing and programming County-owned facilities, the Division works in cooperation with Harford County Public Schools to maximize the use of school based community centers while maintaining and providing leisure activities at an affordable price.

**FY 2017 GOALS:**

TO MAINTAIN SAFE AND SECURE DEPARTMENT FACILITIES AND PARK SITES  
 TO ENHANCE DEPARTMENT CUSTOMER SERVICE  
 TO EXPAND REVENUE BASE IN DEPARTMENT PROGRAMS AND FACILITIES  
 TO ACQUIRE ADDITIONAL RECREATION LAND, INCLUDING WATERFRONT PROPERTIES, THROUGH PROGRAM OPEN SPACE FUNDING TO  
 HELP MEET THE NEEDS OF CURRENT AND FUTURE RESIDENTS  
 TO DEVELOP PASSIVE RECREATION OPPORTUNITIES FOR COUNTY CITIZENS, INCLUDING INTEGRATED GREENWAY / TRAIL SYSTEMS  
 TO INCORPORATE SUSTAINABLE DEVELOPMENT AND CONSERVATION PRACTICES IN ALL PARKS AND RECREATION PARK SITES AND  
 FACILITIES  
 TO IMPROVE EXISTING FACILITIES AND DEVELOP COMPLEMENTARY FACILITIES WHERE APPROPRIATE  
 TO ESTABLISH EFFECTIVE AND EFFICIENT FISCAL CONTROL PROCESSES INCLUDING THE USE OF CONTRACTUAL PARTNERSHIPS,  
 WHERE APPLICABLE, IN MAINTAINING FACILITIES

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 2,645,756                | 2,415,060                | 2,341,697                            | 2,401,432                               | 2,401,432                |
| 20 CONTRACTUAL SERVICES             | 80,562                   | 79,086                   | 90,300                               | 90,300                                  | 90,300                   |
| 30 SUPPLIES AND MATERIALS           | 27,412                   | 19,069                   | 27,880                               | 27,880                                  | 27,880                   |
| 40 BUSINESS AND TRAVEL              | 11,512                   | 18,119                   | 19,700                               | 19,700                                  | 19,700                   |
| 50 CAPITAL OUTLAY                   | 7,991                    | 3,716                    | 0                                    | 0                                       | 0                        |
| 70 MISCELLANEOUS                    | 69,923                   | 68,853                   | 70,438                               | 70,438                                  | 70,438                   |
| <b>GRAND TOTAL</b>                  | <b>2,843,156</b>         | <b>2,603,903</b>         | <b>2,550,015</b>                     | <b>2,609,750</b>                        | <b>2,609,750</b>         |

**FUNDING SOURCE:**

|            |                  |                  |                  |                  |                  |
|------------|------------------|------------------|------------------|------------------|------------------|
| 11 GENERAL | <b>2,843,156</b> | <b>2,603,903</b> | <b>2,550,015</b> | <b>2,609,750</b> | <b>2,609,750</b> |
|------------|------------------|------------------|------------------|------------------|------------------|

**PARKS AND RECREATION**  
**Recreational Services**  
**Index #593000**

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                                                                                                        |
|--------------|--------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2,341,697    | 2,401,432    | 59,735        | <p><u>PERSONAL SERVICES</u> increase \$59,735</p> <p>Increase due to the FY 17 Merit Salary increase of 3%, salary adjustments and turnover, the restoration of a salary formerly covered by a grant, and the transfer of positions within the department. Adjustments were also made to pension, workers' compensation, health benefits, FICA and the Post Employment Health Plan (PEHP).</p> |



**DIVISION STAFF SUMMARY**  
**Recreational Services**  
**Index #593000**

| POSITION TITLE                  | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|---------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|
|                                 | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Administrative Assistant I      | 1.00             | 38,703           | 0.00             | 0                | 0.00             | 0                |
| Administrative Assistant II     | 8.00             | 434,147          | 9.00             | 472,155          | 9.00             | 495,577          |
| Chief of Parks and Recreation   | 1.00             | 99,922           | 1.00             | 81,000           | 1.00             | 82,326           |
| Management Assistant I          | 0.00             | 0                | 1.00             | 68,000           | 0.00             | 0 A              |
| Planner II                      | 0.00             | 0                | 1.00             | 54,274           | 0.00             | 0                |
| Recreation Specialist I         | 0.00             | 0                | 1.00             | 56,000           | 0.00             | 0                |
| Recreation Specialist II        | 0.00             | 0                | 0.00             | 0                | 6.00             | 293,417 B        |
| Recreation Specialist III       | 2.00             | 94,800           | 2.00             | 96,800           | 1.00             | 49,852           |
| Recreation Specialist IV        | 1.00             | 52,800           | 1.00             | 56,440           | 2.00             | 112,517 C        |
| Recreation Specialist V         | 12.50            | 875,304          | 11.50            | 730,871          | 9.00             | 592,875 D        |
| <b>FULL-TIME SALARIES</b>       | 25.50            | 1,595,676        | 27.50            | 1,615,540        | 28.00            | 1,626,564        |
| <b>SALARY OFFSET</b>            |                  | (30,004)         |                  | (30,004)         |                  |                  |
| <b>TOTAL FULL-TIME SALARIES</b> | 25.50            | 1,565,672        | 27.50            | 1,585,536        | 28.00            | 1,626,564        |
| <b>TEMPORARY SALARIES</b>       |                  | 55,060           |                  | 66,701           |                  | 61,640           |
| <b>SALARY TOTAL</b>             | <b>25.50</b>     | <b>1,620,732</b> | <b>27.50</b>     | <b>1,652,237</b> | <b>28.00</b>     | <b>1,688,204</b> |

**DIVISION STAFF SUMMARY**  
**Recreational Services**  
**Index #593000**

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension                              |                  | 156,303            |                  | 160,203          |                  | 165,333          |
| Workers' Compensation                |                  | 41,509             |                  | 8,753            |                  | 12,814           |
| Health Benefits                      |                  | 272,260            |                  | 338,312          |                  | 370,080          |
| PEHP                                 |                  | 26,592             |                  | 49,720           |                  | 31,933           |
| FICA                                 |                  | 123,985            |                  | 128,692          |                  | 129,148          |
| Miscellaneous                        |                  | 3,500              |                  | 3,780            |                  | 3,920            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>624,149</b>     |                  | <b>689,460</b>   |                  | <b>713,228</b>   |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>25.50</b>     | <b>2,244,881 *</b> | <b>27.50</b>     | <b>2,341,697</b> | <b>28.00</b>     | <b>2,401,432</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Management Assistant I moved to Parks and Facilities - #0627

B - Six (6) positions reclassified to Recreation Specialist II - #0614, #0632, #3500, #3790, #1987, #0645

C - One (1) Recreation Specialist III reclassified to a Recreation Specialist IV - #0598

D - One (1) Recreation Specialist V transferred from Parks and Facilities - #2162

|                                                                                             |
|---------------------------------------------------------------------------------------------|
| <p><b>PARKS AND RECREATION</b><br/><b>Parks and Facilities</b><br/><b>Index #595000</b></p> |
|---------------------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

The Division of Parks and Facilities includes three (3) operating groups - Capital Planning and Development, Grounds Maintenance, and Landscaping.

Capital Planning and Development is responsible for park land acquisition and development projects at park sites, school sites, and in the incorporated municipalities. The group also manages the preparation and update of the Land Preservation and Recreation Plan. Interaction and coordination with other county and state agencies, incorporated municipalities, as well as staff, volunteers, and the public is a major function of the acquisition and development process.

The other two (2) groups in this division are charged with the continuous task of keeping all park sites safe, usable and appealing. Grounds Maintenance services some 91 County owned parks alone and assists in special projects on other municipal parks and public areas. In accordance with a Joint Use Agreement with Harford County Public Schools, this group also maintains bleachers, tennis courts, infields of baseball/softball diamonds, and athletic fields (soccer/lacrosse/football) at schools. It coordinates the collection and removal of recyclable and non-recyclable trash from park facilities and schools, and works with other agencies to remove snow from county roads as well as park sites. Landscaping uses the expertise of a Horticulturalist to coordinate and oversee all ground beautification and restoration projects under the department's purview.

**FY 17 GOALS:**

TO MAINTAIN SAFE AND SECURE DEPARTMENT FACILITIES AND PARK SITES

TO ENHANCE DEPARTMENT CUSTOMER SERVICE

TO EXPAND REVENUE BASE IN DEPARTMENT PROGRAMS AND FACILITIES

TO ACQUIRE ADDITIONAL RECREATION LAND, INCLUDING WATERFRONT PROPERTIES, THROUGH PROGRAM OPEN SPACE FUNDING TO  
HELP MEET THE NEEDS OF CURRENT AND FUTURE RESIDENTS

TO DEVELOP PASSIVE RECREATION OPPORTUNITIES FOR COUNTY CITIZENS, INCLUDING INTEGRATED GREENWAY / TRAIL SYSTEMS

TO INCORPORATE SUSTAINABLE DEVELOPMENT AND CONSERVATION PRACTICES IN ALL PARKS AND RECREATION PARK SITES

TO IMPROVE EXISTING FACILITIES AND DEVELOP COMPLEMENTARY FACILITIES WHERE APPROPRIATE

TO ESTABLISH EFFECTIVE AND EFFICIENT FISCAL CONTROL PROCESSES INCLUDING THE USE OF CONTRACTUAL PARTNERSHIPS,  
WHERE APPLICABLE, IN MAINTAINING FACILITIES

|                                                                                    |
|------------------------------------------------------------------------------------|
| <b>PARKS AND RECREATION</b><br><b>Parks and Facilities</b><br><b>Index #595000</b> |
|------------------------------------------------------------------------------------|

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 4,475,634        | 4,500,399        | 3,928,778                   | 4,014,012                      | 4,014,012        |
| 20 CONTRACTUAL SERVICES             | 1,245,625        | 1,189,583        | 1,001,480                   | 1,173,480                      | 1,136,880        |
| 30 SUPPLIES AND MATERIALS           | 359,370          | 288,011          | 374,800                     | 418,800                        | 418,800          |
| 40 BUSINESS AND TRAVEL              | 341,181          | 354,543          | 366,866                     | 366,870                        | 366,870          |
| 50 CAPITAL OUTLAY                   | 74,364           | 75,540           | 0                           | 0                              | 0                |
| 70 MISCELLANEOUS                    | 10,551           | 0                | 10,000                      | 10,000                         | 10,000           |
| 80 INTERGOVERNMENTAL EXPENSES       | 0                | 856              | 0                           | 0                              | 0                |
|                                     | <hr/>            | <hr/>            | <hr/>                       | <hr/>                          | <hr/>            |
| <b>GRAND TOTAL</b>                  | <b>6,506,725</b> | <b>6,408,932</b> | <b>5,681,924</b>            | <b>5,983,162</b>               | <b>5,946,562</b> |
|                                     | <hr/> <hr/>      | <hr/> <hr/>      | <hr/> <hr/>                 | <hr/> <hr/>                    | <hr/> <hr/>      |

**FUNDING SOURCE:**

|            |                              |                              |                              |                              |                              |
|------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|
| 11 GENERAL | <hr/> <b>6,506,725</b> <hr/> | <hr/> <b>6,408,932</b> <hr/> | <hr/> <b>5,681,924</b> <hr/> | <hr/> <b>5,983,162</b> <hr/> | <hr/> <b>5,946,562</b> <hr/> |
|------------|------------------------------|------------------------------|------------------------------|------------------------------|------------------------------|

|                                                                                                              |
|--------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>PARKS AND RECREATION</b><br/> <b>Parks and Facilities</b><br/> <b>Index #595000</b></p> |
|--------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                                                                                                                    |
|--------------|--------------|---------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3,928,778    | 4,014,012    | 85,234        | <p><u>PERSONAL SERVICES</u> increase \$85,234</p> <p>Increase is the result of salary adjustments and staff turnover, the FY 17 Merit Salary increase of 3%, and adjustments to pension, worker's compensation, health benefits and the Post Employment Health Plan (PEHP). Two (2) positions were transferred into Parks and Facilities, and two (2) vacant positions were abolished.</p> |
| 1,001,480    | 1,136,880    | 135,400       | <p><u>CONTRACTUAL SERVICES</u> increase \$135,400</p> <p>Increase in engineering services, grounds maintenance and snow removal. Adjustments were also made to building and custodial services and other professional services.</p>                                                                                                                                                        |
| 374,800      | 418,800      | 44,000        | <p><u>MATERIALS &amp; SUPPLIES</u> increase \$44,000</p> <p>Increase in sand, salt and de-icers and landscape and grounds maintenance. Building Supplies were reduced due to Facilities and Operations assuming building maintenance.</p>                                                                                                                                                  |

**DIVISION STAFF SUMMARY**  
**Parks and Facilities**  
**Index #595000**

| POSITION TITLE                     | ENACTED<br>FY 15 |           | ENACTED<br>FY 16 |           | ENACTED<br>FY 17 |           |
|------------------------------------|------------------|-----------|------------------|-----------|------------------|-----------|
|                                    | POSITIONS        | SALARIES  | POSITIONS        | SALARIES  | POSITIONS        | SALARIES  |
| Administrative Assistant II        | 2.00             | 90,109    | 2.00             | 91,750    | 3.00             | 133,951 A |
| Building Caretaker                 | 0.00             | 0         | 17.00            | 586,718   | 17.00            | 641,512   |
| Civil Engineer III                 | 1.00             | 92,305    | 1.00             | 93,305    | 1.00             | 96,105    |
| Crew Chief                         | 3.00             | 110,838   | 1.00             | 59,965    | 1.00             | 61,764    |
| Crew Leader I                      | 6.00             | 241,420   | 5.00             | 211,996   | 5.00             | 218,355   |
| Crew Leader II                     | 2.00             | 87,777    | 3.00             | 128,077   | 3.00             | 131,919   |
| Custodial Worker II                | 13.00            | 464,861   | 0.00             | 0         | 0.00             | 0         |
| Engineering Associate V            | 1.00             | 69,763    | 1.00             | 70,763    | 1.00             | 73,228    |
| Equipment Repair Specialist        | 3.00             | 167,783   | 3.00             | 170,783   | 3.00             | 175,907   |
| Maintenance Mechanic I             | 1.00             | 37,089    | 0.00             | 0         | 0.00             | 0         |
| Maintenance Mechanic II            | 4.00             | 220,113   | 0.00             | 0         | 0.00             | 0         |
| Maintenance Supervisor             | 2.00             | 143,514   | 1.00             | 62,235    | 0.00             | 0         |
| Maintenance Worker I               | 9.00             | 272,476   | 11.00            | 376,379   | 9.00             | 302,449   |
| Maintenance Worker II              | 10.00            | 350,609   | 10.00            | 375,297   | 11.00            | 447,667 B |
| Management Assistant               | 0.00             | 0         | 0.00             | 0         | 1.00             | 70,040 C  |
| Park Building Maintenance Worker   | 5.00             | 194,785   | 0.00             | 0         | 0.00             | 0         |
| Planner III                        | 0.00             | 0         | 0.00             | 0         | 0.00             | 0         |
| Recreation Specialist V            | 2.00             | 128,786   | 1.00             | 67,798    | 0.00             | 0         |
| Superintendent, Parks & Facilities | 0.00             | 0         | 1.00             | 58,700    | 1.00             | 60,461    |
| Utility Worker II                  | 1.00             | 48,360    | 1.00             | 49,360    | 1.00             | 50,841    |
| <b>FULL-TIME SALARIES</b>          | 65.00            | 2,720,588 | 58.00            | 2,403,126 | 57.00            | 2,464,199 |
| <b>SALARY OFFSET</b>               |                  | (30,994)  |                  | 0         |                  | 0         |
| <b>TOTAL FULL-TIME SALARIES</b>    | 65.00            | 2,689,594 | 58.00            | 2,403,126 | 57.00            | 2,464,199 |

# DIVISION STAFF SUMMARY

Parks and Facilities

Index #595000

| POSITION TITLE                       | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|--------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                      | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| <b>PART-TIME SALARIES</b>            |                  |                    |                  |                  |                  |                  |
| Custodial Worker II                  | 2.00             | 57,447             | 0.00             | 0                | 0.00             | 0                |
| <b>TOTAL PART-TIME SALARIES</b>      | 2.00             | 57,447             | 0.00             | 0                | 0.00             | 0                |
| <b>TEMPORARY SALARIES</b>            |                  | 165,550            |                  | 165,150          |                  | 139,331          |
| <b>SALARY TOTAL</b>                  | <b>67.00</b>     | <b>2,912,591</b>   | <b>58.00</b>     | <b>2,568,276</b> | <b>57.00</b>     | <b>2,603,530</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                    |                  |                  |                  |                  |
| Pension                              |                  | 283,575            |                  | 245,178          |                  | 260,353          |
| Workers' Compensation                |                  | 91,988             |                  | 26,769           |                  | 48,542           |
| Health Benefits                      |                  | 824,687            |                  | 722,796          |                  | 758,310          |
| PEHP                                 |                  | 84,208             |                  | 85,880           |                  | 56,220           |
| Overtime & Shift Differential        |                  | 59,676             |                  | 69,676           |                  | 69,964           |
| FICA                                 |                  | 227,378            |                  | 201,803          |                  | 209,113          |
| Miscellaneous                        |                  | 9,800              |                  | 8,400            |                  | 7,980            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>1,581,312</b>   |                  | <b>1,360,502</b> |                  | <b>1,410,482</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>67.00</b>     | <b>4,493,903 *</b> | <b>58.00</b>     | <b>3,928,778</b> | <b>57.00</b>     | <b>4,014,012</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) Administrative Assistant II transferred from Administration - #3402

B - One (1) Maintenance Worker I reclassified to a Maintenance Worker II - #3360

C - One (1) Management Assistant transferred from Recreation Services - #0627

D - One (1) Recreation Specialist V transferred out - #6164

## PARKS AND RECREATION - SPECIAL REVENUE FUND

### **ORIGIN/PURPOSE:**

The Governmental Accounting Standards Board (GASB) is the standard setting authority for governmental accounting. Per GASB Statement No. 34, the following Special Revenue accounts were established:

- o Emmorton Recreation and Tennis Center:  
This facility was purchased by Harford County in November, 1999 using Program Open Space (POS) funding through the State of Maryland. Its purpose was to address the recreation and leisure needs of the Emmorton-Abingdon community. Two of the indoor tennis courts were retained and two others were converted to multipurpose gymnasiums. The outdoor courts were converted to accommodate parking spaces and a fabric structure built to house two new indoor courts.
  
- o Oakington Peninsula:  
The Oakington Peninsula is comprised of two separate farms, Swan Harbor Farms and Oakington Farm (Eleanor and Millard Tydings Park). Swan Harford was purchased in conjunction with the Maryland Department of Natural Resources and Program Open Space in 1994. In 1998, the 328 acre Oakington Farm was acquired. Both farms generate revenue through the facility rental, farming leases, and fundraising. It also provides park area for passive and recreational activities as well as therapeutic horseback riding enjoyment.
  
- o Recreational Council Activities:  
This account is set up to receive revenues from other recreational activities, registrations, and events. The funds are expended for recreational supplies, tournament trophies, referee officials, etc.



# PARKS AND RECREATION - SPECIAL REVENUE FUND

## ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 402,855          | 387,532          | 399,553                     | 364,424                        | 364,424          |
| 20 CONTRACTUAL SERVICES             | 323,216          | 304,532          | 348,170                     | 336,252                        | 336,252          |
| 30 SUPPLIES & MATERIALS             | 52,278           | 43,927           | 56,165                      | 56,162                         | 56,162           |
| 40 BUSINESS AND TRAVEL              | 4,241            | 5,328            | 4,165                       | 4,165                          | 4,165            |
| 50 CAPITAL OUTLAY                   | 10,026           | 32,067           | 3,000                       | 3,000                          | 3,000            |
| 70 MISCELLANEOUS                    | 3,142            | 59,328           | 63,360                      | 59,997                         | 59,997           |
| <b>GRAND TOTAL</b>                  | <b>795,758</b>   | <b>832,714</b>   | <b>874,413</b>              | <b>824,000</b>                 | <b>824,000</b>   |

## **SUMMARY BY FUND:**

|                         |                |                |                |                |                |
|-------------------------|----------------|----------------|----------------|----------------|----------------|
| 26 PARKS AND RECREATION | 795,758        | 832,714        | 874,413        | 824,000        | 824,000        |
| <b>GRAND TOTAL</b>      | <b>795,758</b> | <b>832,714</b> | <b>874,413</b> | <b>824,000</b> | <b>824,000</b> |

## **SUMMARY BY DIVISION:**

|                    |                                 |                |                |                |                |                |
|--------------------|---------------------------------|----------------|----------------|----------------|----------------|----------------|
| 593002             | EMMORTON REC & TENNIS CTR       | 294,651        | 377,007        | 296,556        | 301,996        | 301,996        |
| 593003             | OAKINGTON PENINSULA             | 340,713        | 294,646        | 384,870        | 346,168        | 346,168        |
| 593004             | RECREATIONAL COUNCIL ACTIVITIES | 160,394        | 161,061        | 192,987        | 175,836        | 175,836        |
| <b>GRAND TOTAL</b> |                                 | <b>795,758</b> | <b>832,714</b> | <b>874,413</b> | <b>824,000</b> | <b>824,000</b> |

**DEPARTMENT STAFF SUMMARY  
PARKS AND RECREATION**

| POSITION TITLE                                                | ENACTED<br>FY 15 |           | ENACTED<br>FY 16 |          | ENACTED<br>FY 17 |          |
|---------------------------------------------------------------|------------------|-----------|------------------|----------|------------------|----------|
|                                                               | POSITIONS        | SALARIES  | POSITIONS        | SALARIES | POSITIONS        | SALARIES |
| <b><u>PARKS AND RECREATION - SPECIAL<br/>REVENUE FUND</u></b> |                  |           |                  |          |                  |          |
| Administrative Specialist II                                  | 1.00             | 60,668    | 1.00             | 74,401   | 1.00             | 76,633   |
| Building Caretaker                                            | 0.00             | 0         | 1.00             | 40,471   | 1.00             | 41,685   |
| Custodial Worker II                                           | 1.00             | 39,471    | 0.00             | 0        | 0.00             | 0        |
| Recreation Specialist V                                       | 0.50             | 47,582    | 0.50             | 31,494   | 0.50             | 0        |
| <b>TOTAL FULL-TIME SALARIES</b>                               | 2.50             | 147,721   | 2.50             | 146,366  | 2.50             | 118,318  |
| <b>TEMPORARY SALARIES</b>                                     |                  | 137,000   |                  | 138,997  |                  | 146,526  |
| <b>SUB-TOTAL P &amp; R SPECIAL REVENUE</b>                    | 2.50             | 284,721   | 2.50             | 285,363  | 2.50             | 264,844  |
| <b>OTHER PERSONAL SERVICES</b>                                |                  |           |                  |          |                  |          |
| Pension & Retirement                                          |                  | 23,277    |                  | 24,070   |                  | 21,382   |
| Workers' Compensation                                         |                  | 4,519     |                  | 892      |                  | 2,189    |
| Health Benefits                                               |                  | 46,556    |                  | 50,547   |                  | 40,675   |
| PEHP                                                          |                  | 4,432     |                  | 4,520    |                  | 3,748    |
| Overtime & Shift Differential                                 |                  | 12,000    |                  | 11,000   |                  | 10,000   |
| FICA                                                          |                  | 22,700    |                  | 22,671   |                  | 21,026   |
| Miscellaneous                                                 |                  | 490       |                  | 490      |                  | 560      |
| <b>TOTAL OTHER PERSONAL SERVICES</b>                          |                  | 113,974   |                  | 114,190  |                  | 99,580   |
| <b>TOTAL PERSONAL SERVICES</b>                                | 2.50             | 398,695 * | 2.50             | 399,553  | 2.50             | 364,424  |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited Amounts

|                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>PARKS AND RECREATION</b><br/> <b>Emmorton Recreation and Tennis Center</b><br/> <b>Index #593002</b></p> |
|-------------------------------------------------------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

The Emmorton Recreation and Tennis Center (ERTC) was purchased in November 1999 by Harford County using State of Maryland Program Open Space funding. The facility addresses the recreation and leisure needs of the Emmorton-Abingdon community. Part of the former tennis operation was maintained to address the needs of the tennis community and to provide revenue to support building operations. Renovations made to the facility provided a multipurpose gymnasium and four (4) indoor tennis courts. In 2005, the Grand Slam baseball/softball training area was acquired and is utilized during winter months by both school and recreation participants. A new fitness room is being planned for 2015.

The ERTC is one of Parks and Recreation's Special Revenue Fund 26 accounts established by the Governmental Accounting Standards Board (GASB) Statement No. 34 and adopted by the Harford County Council in 2001.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 167,564                  | 169,015                  | 169,041                              | 172,481                                 | 172,481                  |
| 20 CONTRACTUAL SERVICES             | 103,266                  | 104,642                  | 106,550                              | 108,550                                 | 108,550                  |
| 30 SUPPLIES AND MATERIALS           | 20,523                   | 20,232                   | 20,900                               | 20,900                                  | 20,900                   |
| 40 BUSINESS AND TRAVEL              | 0                        | 52                       | 65                                   | 65                                      | 65                       |
| 50 CAPITAL OUTLAY                   | 3,298                    | 23,738                   | 0                                    | 0                                       | 0                        |
| 70 MISCELLANEOUS                    | 0                        | 59,328                   | 0                                    | 0                                       | 0                        |
|                                     | <hr/>                    | <hr/>                    | <hr/>                                | <hr/>                                   | <hr/>                    |
| <b>GRAND TOTAL</b>                  | <b>294,651</b>           | <b>377,007</b>           | <b>296,556</b>                       | <b>301,996</b>                          | <b>301,996</b>           |
|                                     | <hr/>                    | <hr/>                    | <hr/>                                | <hr/>                                   | <hr/>                    |

**FUNDING SOURCE:**

|            |                |                |                |                |                |
|------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL | <hr/>          | <hr/>          | <hr/>          | <hr/>          | <hr/>          |
|            | <b>294,651</b> | <b>377,007</b> | <b>296,556</b> | <b>301,996</b> | <b>301,996</b> |
|            | <hr/>          | <hr/>          | <hr/>          | <hr/>          | <hr/>          |

|                                                                                                                                            |
|--------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>PARKS AND RECREATION</b><br/> <b>Emmorton Recreation and Tennis Center</b><br/> <b>Index #593002</b></p> |
|--------------------------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                             |
|--------------|--------------|---------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 169,041      | 172,481      | 3,440         | <u>PERSONAL SERVICES</u> increase \$3,440<br>Increase due to the FY 17 Merit Salary increase and adjustments to workers' compensation, health benefits and pension. |
| 106,550      | 108,550      | 2,000         | <u>CONTRACTUAL SERVICES</u> increase \$2,000<br>Funding provided for evening service for retractable basketball goals and fitness room equipment.                   |

**DIVISION STAFF SUMMARY**  
**Emmorton Recreation & Tennis Center**  
**Index #593002**

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Building Caretaker                   | 0.00             | 0                | 1.00             | 40,471         | 1.00             | 41,685         |
| Custodial Worker II                  | 1.00             | 39,471           | 0.00             | 0              | 0.00             | 0              |
|                                      |                  |                  |                  |                |                  |                |
| <b>TOTAL FULL-TIME SALARIES</b>      | 1.00             | 39,471           | 1.00             | 40,471         | 1.00             | 41,685         |
|                                      |                  |                  |                  |                |                  |                |
| <b>TEMPORARY SALARIES</b>            |                  | 71,000           |                  | 76,997         |                  | 78,452         |
|                                      |                  |                  |                  |                |                  |                |
| <b>SALARY TOTAL</b>                  | <b>1.00</b>      | <b>110,471</b>   | <b>1.00</b>      | <b>117,468</b> | <b>1.00</b>      | <b>120,137</b> |
|                                      |                  |                  |                  |                |                  |                |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension                              |                  | 10,483           |                  | 11,511         |                  | 11,691         |
| Workers' Compensation                |                  | 1,192            |                  | 514            |                  | 1,346          |
| Health Benefits                      |                  | 23,843           |                  | 25,763         |                  | 25,948         |
| PEHP                                 |                  | 4,432            |                  | 4,520          |                  | 3,748          |
| Overtime & Shift Differential        |                  | 0                |                  | 0              |                  | 0              |
| FICA                                 |                  | 8,452            |                  | 8,985          |                  | 9,191          |
| Miscellaneous                        |                  | 280              |                  | 280            |                  | 420            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>48,682</b>    |                  | <b>51,573</b>  |                  | <b>52,344</b>  |
|                                      |                  |                  |                  |                |                  |                |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>1.00</b>      | <b>159,153 *</b> | <b>1.00</b>      | <b>169,041</b> | <b>1.00</b>      | <b>172,481</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**PARKS AND RECREATION**  
**Oakington Peninsula**  
**Index #593003**

**ORIGIN/PURPOSE:**

The Oakington Peninsula is a regional park offering a variety of passive recreation for all ages. Activities include environmental studies, fishing, hiking and migratory bird watching. The park is comprised of two separate farms - Swan Harbor Farm and Oakington Farm (Eleanor and Millard Tydings Park). In cooperation with Maryland State Department of Natural Resources and Program Open Space (POS), Harford County purchased the 461 acre Swan Harbor Farm in 1994 and uses the grounds and large house to host over 100 weddings, conferences and other special events each year. It is one of Harford County's most sought after investments.

In 1998, the 328 acre Oakington Farm was acquired as a measure to preserve Harford County's agricultural integrity and support local business growth. The revenue generated from this property is used for the necessary upkeep, improvements and maintenance of the entire peninsula.

In 2012, Parks and Recreation agreed to provide approximately 35 acres on the peninsula for the development of the Chesapeake Therapeutic Riding Facility to provide a unique form of recreation to children and adults with special needs.

Oakington Peninsula was established under Parks and Recreation's Special Revenue Fund 26 accounts per Governmental Accounting Standards Board (GASB) Statement No. 34 and adopted by the Harford County Council in 2001.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 208,634                  | 184,540                  | 197,140                              | 161,801                                 | 161,801                  |
| 20 CONTRACTUAL SERVICES             | 91,231                   | 78,150                   | 91,620                               | 91,620                                  | 91,620                   |
| 30 SUPPLIES AND MATERIALS           | 29,208                   | 20,185                   | 25,950                               | 25,950                                  | 25,950                   |
| 40 BUSINESS AND TRAVEL              | 1,770                    | 3,442                    | 3,800                                | 3,800                                   | 3,800                    |
| 50 CAPITAL OUTLAY                   | 6,728                    | 8,329                    | 3,000                                | 3,000                                   | 3,000                    |
| 70 MISCELLANEOUS                    | 3,142                    | 0                        | 63,360                               | 59,997                                  | 59,997                   |
| <b>GRAND TOTAL</b>                  | <b>340,713</b>           | <b>294,646</b>           | <b>384,870</b>                       | <b>346,168</b>                          | <b>346,168</b>           |

**FUNDING SOURCE:**

|            |                |                |                |                |                |
|------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL | <b>340,713</b> | <b>294,646</b> | <b>384,870</b> | <b>346,168</b> | <b>346,168</b> |
|------------|----------------|----------------|----------------|----------------|----------------|

|                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>PARKS AND RECREATION</b><br/> <b>Oakington Peninsula</b><br/> <b>Index #593003</b></p> |
|--------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                          |
|--------------|--------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 197,140      | 161,801      | (35,339)      | <p><u>PERSONAL SERVICES</u> decrease (\$35,339)</p> <p>Decrease due to the transfer of .50 of a position into the Recreation Services index. Adjustments for the FY 17 Merit Salary increase, temporary salaries, workers' compensation and health benefits.</p> |
| 63,360       | 59,997       | (3,363)       | <p><u>MISCELLANEOUS</u> decrease (\$3,363)</p> <p>Decrease in Pro Rata Shares for support of the general fund administrative services</p>                                                                                                                        |

**DIVISION STAFF SUMMARY**  
**Oakington Peninsula**  
**Index #593003**

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Specialist II         | 1.00             | 60,668           | 1.00             | 74,401         | 1.00             | 76,633         |
| Recreation Specialist V              | 0.50             | 47,582           | 0.50             | 31,494         | 0.00             | 0 A            |
| <b>TOTAL FULL-TIME SALARIES</b>      | 1.50             | 108,250          | 1.50             | 105,895        | 1.00             | 76,633         |
| <b>TEMPORARY SALARIES</b>            |                  | 40,000           |                  | 42,000         |                  | 50,074         |
| <b>SALARY TOTAL</b>                  | <b>1.50</b>      | <b>148,250</b>   | <b>1.50</b>      | <b>147,895</b> | <b>1.00</b>      | <b>126,707</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension                              |                  | 12,794           |                  | 12,559         |                  | 9,691          |
| Workers' Compensation                |                  | 3,327            |                  | 378            |                  | 843            |
| Health Benefits                      |                  | 22,713           |                  | 24,784         |                  | 14,727         |
| FICA                                 |                  | 11,341           |                  | 11,314         |                  | 9,693          |
| Miscellaneous                        |                  | 210              |                  | 210            |                  | 140            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>50,385</b>    |                  | <b>49,245</b>  |                  | <b>35,094</b>  |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>1.50</b>      | <b>198,635 *</b> | <b>1.50</b>      | <b>197,140</b> | <b>1.00</b>      | <b>161,801</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

A - Half (0.50) of a position transferred to Recreation Services - #1987



|                                                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>PARKS AND RECREATION</b><br/> <b>Recreational Council and Special Activities</b><br/> <b>Index #593004</b></p> |
|-------------------------------------------------------------------------------------------------------------------------------------|

**ORIGIN/PURPOSE:**

The Recreational Council and Special Activities account was established to receive revenues from Recreation Councils for recreational activities, registrations, and special events. These funds are expended for recreational supplies, tournament trophies, officials and referees, etc.

The Governmental Accounting Standards Board (GASB) is the standard setting authority for governmental accounting. Per GASB Statement No. 34, Recreational Council and Special Activities was established in FY 2001 to receive and expend revenues under Parks and Recreation's Special Revenue Fund.

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 26,657           | 33,977           | 33,372                      | 30,142                         | 30,142           |
| 20 CONTRACTUAL SERVICES             | 128,719          | 121,740          | 150,000                     | 136,082                        | 136,082          |
| 30 SUPPLIES AND MATERIALS           | 2,547            | 3,510            | 9,315                       | 9,312                          | 9,312            |
| 40 BUSINESS AND TRAVEL              | 2,471            | 1,834            | 300                         | 300                            | 300              |
| <b>GRAND TOTAL</b>                  | <b>160,394</b>   | <b>161,061</b>   | <b>192,987</b>              | <b>175,836</b>                 | <b>175,836</b>   |

**FUNDING SOURCE:**

|            |         |         |         |         |         |
|------------|---------|---------|---------|---------|---------|
| 11 GENERAL | 160,394 | 161,061 | 192,987 | 175,836 | 175,836 |
|------------|---------|---------|---------|---------|---------|

**FINANCIAL NOTES:**

| FY 16   | FY 17   | CHANGE   | EXPLANATION OF INCREASE/DECREASE                                                                                    |
|---------|---------|----------|---------------------------------------------------------------------------------------------------------------------|
| 33,372  | 30,142  | (3,230)  | PERSONAL SERVICES decrease (\$3,230)<br>Decrease in temporary salaries and overtime                                 |
| 150,000 | 136,082 | (13,918) | CONTRACTUAL SERVICES decrease (\$13,918)<br>Decrease in building/custodial services based on actual expense history |

**DIVISION STAFF SUMMARY**  
**Recreational Council Activities**  
**Index #593004**

| POSITION TITLE                | ENACTED<br>FY 15 |                        | ENACTED<br>FY 16 |                      | ENACTED<br>FY 17 |                      |
|-------------------------------|------------------|------------------------|------------------|----------------------|------------------|----------------------|
|                               | POSITIONS        | SALARIES               | POSITIONS        | SALARIES             | POSITIONS        | SALARIES             |
| TEMPORARY SALARIES            |                  | <u>26,000</u>          |                  | <u>20,000</u>        |                  | <u>18,000</u>        |
| SALARY TOTAL                  |                  | <u><u>26,000</u></u>   |                  | <u><u>20,000</u></u> |                  | <u><u>18,000</u></u> |
|                               |                  |                        |                  |                      |                  |                      |
| OTHER PERSONAL SERVICES       |                  |                        |                  |                      |                  |                      |
| Pension                       |                  | 0                      |                  | 0                    |                  | 0                    |
| Overtime & Shift Differential |                  | 12,000                 |                  | 11,000               |                  | 10,000               |
| FICA                          |                  | <u>2,907</u>           |                  | <u>2,372</u>         |                  | <u>2,142</u>         |
| TOTAL OTHER PERSONAL SERVICES |                  | <u>14,907</u>          |                  | <u>13,372</u>        |                  | <u>12,142</u>        |
| TOTAL PERSONAL SERVICES       |                  | <u><u>40,907 *</u></u> |                  | <u><u>33,372</u></u> |                  | <u><u>30,142</u></u> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

### Department of Parks & Recreation - Anticipated FY17 Grants

| TITLE OF GRANT                    | GRANT PURPOSE                                                                                                                                                                                                                                                                                     | Source of Anticipated Funding |                 |             |                 | Grant Dates       | Recurring or One Time |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------|-------------|-----------------|-------------------|-----------------------|
|                                   |                                                                                                                                                                                                                                                                                                   | Federal                       | State           | Other       | County Match    |                   |                       |
| Anita C. Leight Estuary Center    | This grant is to help offset the cost for our Park Naturalist and a small portion of the custodian at the Anita C. Leight Estuary Center for salary and fringe benefits.                                                                                                                          | \$50,000                      |                 |             |                 | 10/1/16 - 9/30/17 | Recurring             |
| Sanitation Grant                  | To provide sanitary services at various boating facilities; i.e., Mariner Point Park, Flying Point Park, Otter Point, Willoughby Beach Landing and Swan Harbor.                                                                                                                                   |                               | \$4,800         |             |                 | 4/1/16 - 11/30/17 | Recurring             |
| John Archer Child Care/Camp I Can | This activity is designed to provide a 6 hour per day, 5 day a week recreation program for mentally & physically limited youngsters in Harford Co. It also provides an after school care program for children with disabilities and is the only such child care center of its kind in the region. |                               | \$47,796        |             | \$44,038        | 7/1/16 - 6/30/17  | Recurring             |
| <b>TOTALS:</b>                    |                                                                                                                                                                                                                                                                                                   | <b>\$50,000</b>               | <b>\$52,596</b> | <b>\$ -</b> | <b>\$44,038</b> |                   |                       |

## DEPARTMENT OF PARKS AND RECREATION - ADMINISTRATION

### OBJECTIVES & PERFORMANCE MEASURES

#### Department Goal

To provide for the recreation needs within the development envelope as well as countywide.

#### Department Objective

To acquire 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

Strengthening Communities

| Measure                                                          | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|------------------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                             |             |             |             |             |               |
| Dollars allocated for land acquisition (purchased or leased)     | \$1,385,000 | \$1,967,120 | \$1,731,271 | \$1,950,000 | \$1,050,000   |
| Number of staff                                                  | 3           | 4           | 4           | 4           | 4             |
| <b><u>Output:</u></b>                                            |             |             |             |             |               |
| Number of open space acquisitions for future regional facilities | 0           | 1           | 1           | 1           | 1             |
| Number of acres of future regional facilities                    | 0           | 51          | 50          | 30          | 25            |
| <b><u>Efficiency:</u></b>                                        |             |             |             |             |               |
| Cost of sites for future regional facilities                     | \$89,708    | \$719,000   | \$438,200   | \$72,000    | \$350,000     |
| <b><u>Service Quality:</u></b>                                   |             |             |             |             |               |
| Degree to which acquired land addresses expressed needs          | *           | High        | High        | High        | High          |
| <b><u>Outcome:</u></b>                                           |             |             |             |             |               |
| Number of sites suitable for regional facilities                 | 2           | 2           | 1           | 0           | 1             |

#### Explanation and Analysis of Performance Measures

Lack of sufficient open space within the development envelope has made it necessary to seek alternatives beyond the envelope in order to design and construct multi-purpose facilities which will address community and county leisure needs more efficiently. Dollars allocated in 2013, 2014 and early 2015 include the rental of Carsins Run Fields for regional tournaments. Cost of sites for future regional facilities for 2015 is purchase price for Northern Regional Park property located at Rt 136 & Ridge Road; and Darlington property in 2017.

#### Major Related Plans and Policies

Master Plan; Expressed needs of Recreation Councils; Calculations of facility deficiencies; 2013 Land Preservation, Parks and Recreation Plan.

## DEPARTMENT OF PARKS AND RECREATION - RECREATIONAL SERVICES OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To be receptive to the individual and collective recreational needs of communities by creating a variety of leisure programs.

### **Department Objective**

To increase participation in the various programs offered through the Department of Parks and Recreation and its affiliated Recreation Councils

### **County Goal(s) Supported**

Strengthening Communities

| Measure                                                    | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|------------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                       |             |             |             |             |               |
| Dollars allocated for recreation                           | \$2,862,924 | \$2,843,156 | \$2,603,903 | \$2,550,015 | \$2,609,750   |
| Number of recreation staff                                 | 27.5        | 28.5        | 27.5        | 27.5        | 27            |
| <b><u>Output:</u></b>                                      |             |             |             |             |               |
| Number of participants registered for council programs     | 73,060      | 67,715      | 67,182      | 71,000      | 67,500        |
| Number of participants registered for therapeutic programs | 5,945       | 6,848       | 5,414       | 6,500       | 5,500         |
| Number of participants registered for nature programs      | 17,254      | 10,982      | 14,352      | 14,500      | 14,500        |
| <b><u>Efficiency:</u></b>                                  |             |             |             |             |               |
| Number of Recreation Council Volunteers                    | 19,168      | 18,870      | 16,537      | 26,000      | 17,000        |
| Number of Volunteer Hours by Recreation Council            | 544,986     | 603,852     | 563,843     | 575,000     | 575,000       |
| <b><u>Outcome:</u></b>                                     |             |             |             |             |               |
| Total dollars raised and spent by Recreation Councils      | \$8,249,239 | \$7,564,478 | \$7,142,099 | \$7,910,000 | \$7,200,000   |
| Total number of recreation program participants            | 96,259      | 85,545      | 86,948      | 92,000      | 87,500        |

### **Explanation and Analysis of Performance Measures**

In an effort to keep abreast of new and most favored recreation and leisure programs, the department relies heavily on feedback provided by 22 local recreation councils. Each council presents both the ideas and concerns of the County's active youth, adult and senior community. Councils include both geographic-based emphasis on sports and community programs, and special purpose emphasis on environmental education and other special purpose programs. Countless hours are devoted to keeping Parks and Recreation attuned to ever changing trends as it effectively addresses growing participating in sport programs, educational and therapeutic interests, and other cultural and nature events. Output figures for Liriodendron and Equestrian Center have been removed as some of these numbers were not generated through formal registrations.

### **Major Related Plans and Policies**

Continue to increase recreational opportunities for both preschool aged children and adults. Opening of new Churchville Recreation Center planned for September 2016.

## DEPARTMENT OF PARKS AND RECREATION - PARKS AND FACILITIES OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To perform timely and cost-effective maintenance of grounds and buildings to meet the needs of our park users and recreation council programs.

### **Department Objective**

To reduce the percentage of open work orders related to ground maintenance activity.

### **County Goal(s) Supported**

Strengthening Communities

| Measure                                            | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|----------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                               |             |             |             |             |               |
| Dollars allocated                                  | \$6,224,479 | \$6,506,725 | \$6,408,932 | \$5,681,924 | \$5,946,562   |
| Number of full-time staff                          | 65          | 65          | 65          | 56          | 54            |
| <b><u>Output:</u></b>                              |             |             |             |             |               |
| Number of acres maintained                         | 4,260       | 4,608       | 4,658       | 4,682       | 4,690         |
| Number of buildings maintained                     | 178         | 178         | 178         | 0           | 0             |
| Number of Special Events/Showmobile/Portable Stage | 34          | 35          | 23          | 22          | 22            |
| <b><u>Efficiency:</u></b>                          |             |             |             |             |               |
| Number of work orders processed per year           | 5,190       | 5,465       | 4,817       | 4,245       | 4,000         |
| Completed work orders for Parks & Facilities       | 4,932       | 5,251       | 4,577       | 3,126       | 3,500         |
| <b><u>Outcome:</u></b>                             |             |             |             |             |               |
| Percent of work orders completed                   | 95.0%       | 96.1%       | 95.0%       | 73.6%       | 87.5%         |

### **Explanation and Analysis of Performance Measures**

Performance in this division of Parks and Recreation has traditionally been measured by the volume of maintenance requests and work orders completed during the year. These numbers served as pivotal indicators of the variety and often time challenging repair projects that our staff was able to accomplish. In compliance with the Administration's decision to reassign the department's building maintenance responsibilities in 2015, Parks and Recreation moved primary focus to its increased ground maintenance operations (mowing, field grooming, snow removal, etc). Work orders processed/completed has understandably declined as of 2015 because requests for building related maintenance and repairs have transferred to Facilities & Operations.

### **Major Related Plans and Policies**

Continue to reserve the Showmobile and operate safe park sites and facilities. Develop best practice models for non-contracted snow removal operations to sites throughout the County. Review and update the department's Memorandum of Use (MOU) with other County agencies.

## DEPARTMENT OF PARKS AND RECREATION - EMMORTON RECREATION & TENNIS CENTER OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To operate a multifunctional recreation and leisure facility.

### **Department Objective**

To increase revenue by expanding the facility's customer base and grow membership by providing options geared to satisfying a variety of recreation interests while continuing to provide indoor recreation programs for the Emmorton Recreation Council.

### **County Goal(s) Supported**

Strengthening Communities

| Measure                                                           | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|-------------------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                              |             |             |             |             |               |
| Dollars allocated                                                 | \$260,000   | \$260,000   | \$260,000   | \$260,000   | \$260,000     |
| Number of temporary staff                                         | 6           | 6           | 5           | 6           | 4             |
| <b><u>Output:</u></b>                                             |             |             |             |             |               |
| Revenue generated from memberships, blocktimes, and other rentals | \$269,706   | \$244,463   | \$257,854   | \$246,777   | \$270,000     |
| <b><u>Efficiency:</u></b>                                         |             |             |             |             |               |
| Revenue increase from prior year                                  | \$3,836     | (\$25,243)  | \$13,391    | (\$11,077)  | \$23,223      |
| <b><u>Service Quality:</u></b>                                    |             |             |             |             |               |
| Number of people served yearly                                    | 45,600      | 41,000      | 43,000      | 44,000      | 44,500        |
| <b><u>Outcome:</u></b>                                            |             |             |             |             |               |
| Percentage of growth in revenue from previous year                | 1%          | -9%         | 5%          | -4%         | 9%            |
| Percentage of growth in users from previous year                  | 3.93%       | -10.09%     | 4.88%       | 2.33%       | 1.14%         |

### **Explanation and Analysis of Performance Measures**

An unfavorable weather season resulted in revenue shortfall in 2016. Analyzing the long term benefits of maintaining a structurally safe facility far exceeds the small percentage of decreased revenue. These measures reinforce the department's continuing commitment to provide recreational enjoyment to all members and guests.

### **Major Related Plans and Policies**

Providing air conditioning to the main gym area, opening a new fitness room and increasing open gym fees, the facility expects to experience a raise in participant utilization.

## DEPARTMENT OF PARKS AND RECREATION - OAKINGTON PENINSULA OBJECTIVES & PERFORMANCE MEASURES

### **Department Goal**

To implement a management and operations plan for Oakington Peninsula which supports and enhances the facility

### **Department Objective**

To actively market and secure regular rentals of buildings, grounds and farmland, and to host fundraising programs in an effort to successfully exceed current revenue goals.

### **County Goal(s) Supported**

Strengthening Communities

| Measure                                                                               | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|---------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                                                  |             |             |             |             |               |
| Revenue dollars projected                                                             | \$360,000   | \$360,000   | \$370,000   | \$375,000   | \$365,000     |
| Number of permanent staff                                                             | 1.5         | 1.5         | 1.5         | 1.5         | 1             |
| Number of temporary staff                                                             | 9           | 9           | 9           | 10          | 10            |
| <b><u>Output:</u></b>                                                                 |             |             |             |             |               |
| Revenue generated to improve and maintain facility operations and staffing for events | \$418,466   | \$378,174   | \$316,316   | \$337,178   | \$365,000     |
| <b><u>Efficiency:</u></b>                                                             |             |             |             |             |               |
| Revenue increase over prior year                                                      | \$418,466   | (\$40,292)  | (\$61,858)  | \$20,862    | \$27,822      |
| <b><u>Service Quality:</u></b>                                                        |             |             |             |             |               |
| Number of Rentals                                                                     | 87          | 87          | 75          | 69          | 75            |
| Number of Government Reservations                                                     | 5           | 3           | 0           | 6           | 5             |
| Total Served                                                                          | 92          | 90          | 75          | 75          | 80            |
| <b><u>Outcome:</u></b>                                                                |             |             |             |             |               |
| Percentage of growth in revenue                                                       | 5%          | -10%        | -16%        | 7%          | 8%            |
| Percentage of increase in total users                                                 | 1%          | -2%         | -20%        | 0%          | 6%            |

### **Explanation and Analysis of Performance Measures**

Performance at this facility is measured by annual projected revenue compared to income realized at the end of the fiscal year. In order for this facility to independently support necessary repairs, renovations and the routine operating costs, the Department of Parks and Recreation must constantly seek ways to increase its current income levels while operating at maximum efficiency. The negative revenue reported in 2014 and 2015 were due to a decrease in wedding reservations and the loss of 38 acres of leased farmland along with the loss of several rental properties planned for the development of the Chesapeake Therapeutic Riding organization. Figures related to "Service Quality" were revised to better define actual measures and results.

### **Major Related Plans and Policies**

Continue renovations and upgrades to main house, grounds and pier.



## CONSERVATION OF NATURAL RESOURCES

### **ORIGIN/PURPOSE:**

Conservation of Natural Resources is a budgetary grouping of environmentally oriented programs, the services of which are provided to County Government by symbolic agencies acting on the County's behalf. For example, the Harford County Cooperative Extension derives its authority from the University of Maryland at College Park, and the Harford County Soil Conservation District from the State of Maryland under the direction of the District Board of Supervisors.

Each of these programs and related activities contribute to the conservation of natural resources, and the preservation of the environment in Harford County, and merits the financial support and consideration of County Government and its residents.

### **FY 17 GOALS:**

TO EDUCATE CITIZENS SO THAT THEY CAN MAKE WISE DECISIONS AS PRODUCERS AND CONSUMERS CONCERNING AGRICULTURE, NATURAL RESOURCES, HEALTH, NUTRITION, AND YOUTH DEVELOPMENT

TO REDUCE THE NUTRIENTS ENTERING WATERS BY ENSURING THE COMPLETE IMPLEMENTATION OF AGRICULTURAL BEST MANAGEMENT PRACTICES (BMP'S)

### **ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                  |                  |                             |                                |                  |
| 10 PERSONAL SERVICES                | 365,153          | 328,779          | 435,336                     | 444,777                        | 444,777          |
| 20 CONTRACTUAL SERVICES             | 3,288            | 3,523            | 3,600                       | 3,600                          | 3,600            |
| 30 SUPPLIES AND MATERIALS           | 18,272           | 18,272           | 18,272                      | 18,272                         | 18,272           |
| 70 MISCELLANEOUS                    | 256,189          | 200,451          | 229,689                     | 231,984                        | 231,984          |
| <b>GRAND TOTAL</b>                  | <b>642,902</b>   | <b>551,025</b>   | <b>686,897</b>              | <b>698,633</b>                 | <b>698,633</b>   |

### **SUMMARY BY FUND:**

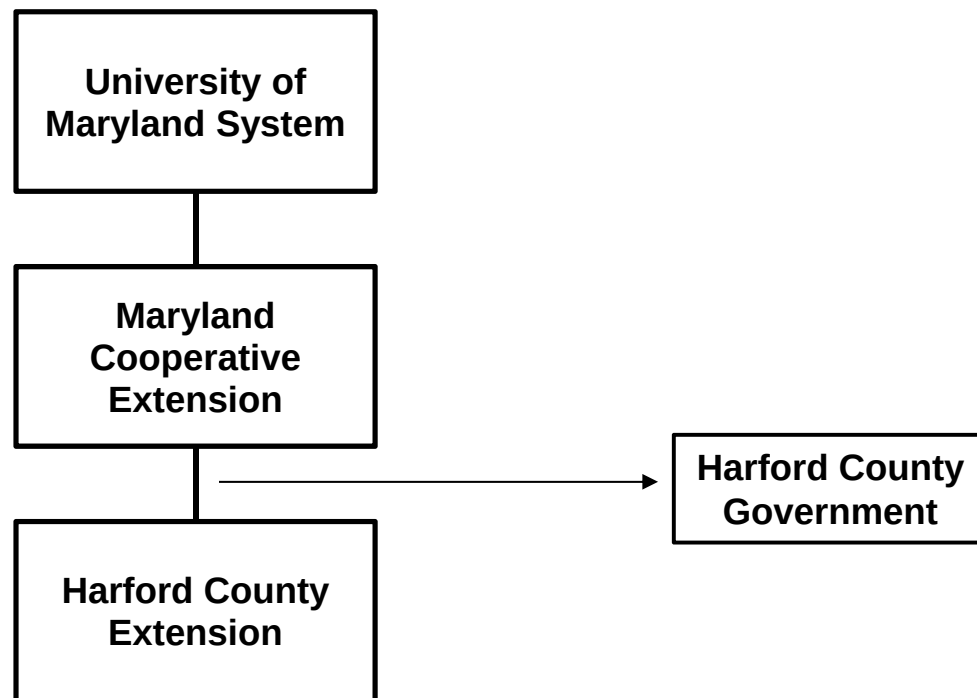
|                    |                |                |                |                |                |
|--------------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL         | 642,902        | 551,025        | 686,897        | 698,633        | 698,633        |
| <b>GRAND TOTAL</b> | <b>642,902</b> | <b>551,025</b> | <b>686,897</b> | <b>698,633</b> | <b>698,633</b> |

## CONSERVATION OF NATURAL RESOURCES

### FINANCIAL NOTES:

| FY 16   | FY 17   | CHANGE | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                         |
|---------|---------|--------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 435,336 | 444,777 | 9,441  | <u>PERSONAL SERVICES</u> increase \$9,441<br>Increase is the net result of the FY 17 Merit salary increase of 3%, workers' compensation and PEHP (Post Employment Health Plan), offset by reductions due to staff turnover, pension and health benefits. |
| 229,689 | 231,984 | 2,295  | <u>MISCELLANEOUS</u> increase \$2,295<br>Increase is the net result of funding for the Envirothon under Soil Conservation                                                                                                                                |

# CONSERVATION OF NATURAL RESOURCES - EXTENSION



**NATURAL RESOURCES**  
**Extension Service**  
**Index #631000**

**ORIGIN/PURPOSE:**

Established by the Federal Hatch Act (1987) and the Smith-Lever Act (1887), the Harford County Cooperative Extension Office provides educational outreach (Extension ) education from the University of Maryland, College Park and the University of Maryland, Eastern Shore as part of their three-fold mission as land grant institutions of teaching, research and outreach.

Cooperative Extension in Harford County provides educational programs based on the needs and interests of county residents. Emphasis is placed on Agriculture and Natural Resource Science, Family and Consumer Science and 4-H and Youth Development. Extension is funded through county, state and federal contributions. Some special projects are funded through grants and donations. The Extension Budget Office in College Park and the University of Maryland Eastern Shore, the Extension Regional Office at Wye Research Center, and the County Extension Office in Harford County develop budget requests for the county contribution. Extension programs are open to all citizens without regard to race, color, gender, religion, national origin, sexual orientation, age, marital or parental status, or disability.

**MISSION STATEMENT:**

EDUCATE CITIZENS TO APPLY PRACTICAL, RESEARCH-BASED KNOWLEDGE TO CRITICAL ISSUES FACING INDIVIDUALS, FAMILIES, COMMUNITIES, THE STATE, AND OUR GLOBAL PARTNERS

**FY 17 GOAL:**

TO EDUCATE CITIZENS SO THAT THEY CAN MAKE WISE DECISIONS AS PRODUCERS AND CONSUMERS CONCERNING AGRICULTURE, NATURAL RESOURCES, HEALTH, NUTRITION, AND YOUTH DEVELOPMENT

**ALL FUND SUMMARY:**

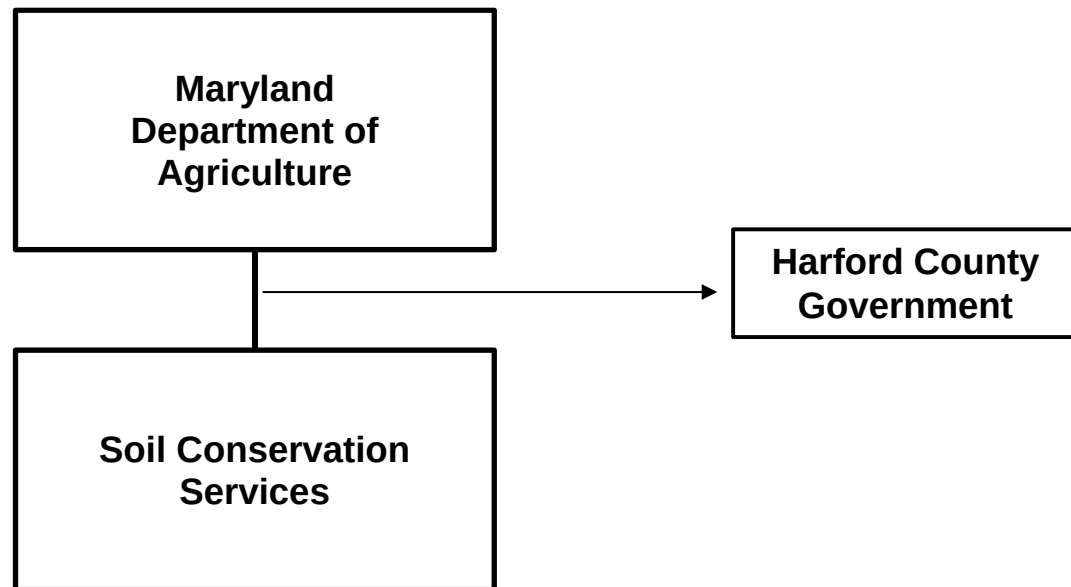
|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 20 CONTRACTUAL SERVICES             | 3,288                    | 3,523                    | 3,600                                | 3,600                                   | 3,600                    |
| 30 SUPPLIES AND MATERIALS           | 18,272                   | 18,272                   | 18,272                               | 18,272                                  | 18,272                   |
| 70 MISCELLANEOUS                    | 223,384                  | 168,700                  | 223,384                              | 223,384                                 | 223,384                  |
| <b>GRAND TOTAL</b>                  | <b>244,944</b>           | <b>190,495</b>           | <b>245,256</b>                       | <b>245,256</b>                          | <b>245,256</b>           |

**FUNDING SOURCE:**

|            |                |                |                |                |                |
|------------|----------------|----------------|----------------|----------------|----------------|
| 11 GENERAL | <b>244,944</b> | <b>190,495</b> | <b>245,256</b> | <b>245,256</b> | <b>245,256</b> |
|------------|----------------|----------------|----------------|----------------|----------------|

# CONSERVATION OF NATURAL RESOURCES

## SOIL CONSERVATION SERVICES



**NATURAL RESOURCES**  
**Soil Conservation**  
**Index #633000**

**ORIGIN/PURPOSE:**

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

**MISSION STATEMENT:**

TO ACHIEVE EXCELLENCE IN PROGRAMS AND SERVICES THAT PROTECT HARFORD COUNTY AGRICULTURE RESOURCES AND THE ENVIRONMENT BY PROVIDING LEADERSHIP IN URBAN SEDIMENT CONTROL REVIEW AND PROMOTING ENVIRONMENTAL EDUCATIONAL ACTIVITIES AND OTHER SERVICES THAT ENHANCE QUALITY OF LIFE FOR ALL

**FY 17 GOAL:**

TO REDUCE THE NUTRIENTS ENTERING WATERS BY ENSURING THE COMPLETE IMPLEMENTATION OF AGRICULTURAL BEST MANAGEMENT PRACTICES (BMP'S)

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14      | AUDITED<br>FY 15      | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17      |
|-------------------------------------|-----------------------|-----------------------|-----------------------------|--------------------------------|-----------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                       |                       |                             |                                |                       |
| 10 PERSONAL SERVICES                | 365,153               | 328,779               | 435,336                     | 444,777                        | 444,777               |
| 70 MISCELLANEOUS                    | <u>32,805</u>         | <u>31,751</u>         | <u>6,305</u>                | <u>8,600</u>                   | <u>8,600</u>          |
| <b>GRAND TOTAL</b>                  | <b><u>397,958</u></b> | <b><u>360,530</u></b> | <b><u>441,641</u></b>       | <b><u>453,377</u></b>          | <b><u>453,377</u></b> |
| <b><u>FUNDING SOURCE:</u></b>       |                       |                       |                             |                                |                       |
| 11 GENERAL                          | <u>397,958</u>        | <u>360,530</u>        | <u>441,641</u>              | <u>453,377</u>                 | <u>453,377</u>        |

**FINANCIAL NOTES:**

| FY 16   | FY 17   | CHANGE | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                     |
|---------|---------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 435,336 | 444,777 | 9,441  | <u>PERSONAL SERVICES</u> increase \$9,441<br>Increase is the net result of the FY 17 Merit salary increase of 3%, workers' compensation, PEHP (Post Employment Health Plan), offset by reductions due to staff turnover, pension and health benefits |
| 6,305   | 8,600   | 2,295  | <u>MISCELLANEOUS</u> increase \$2,295<br>Increase is the net result of funding for the Envirothon                                                                                                                                                    |

**DIVISION STAFF SUMMARY**  
**Soil Conservation**  
**Index #633000**

| POSITION TITLE                       | ENACTED<br>FY 15 |                  | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES         | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Administrative Assistant II          | 0.00             | 0                | 1.00             | 38,300         | 1.00             | 38,419         |
| Administrator                        | 1.00             | 83,200           | 1.00             | 84,200         | 1.00             | 86,726         |
| Engineering Associate II             | 2.00             | 107,188          | 2.00             | 109,188        | 2.00             | 111,433        |
| Engineering Associate III            | 1.00             | 58,427           | 1.00             | 59,427         | 1.00             | 61,210         |
| <b>SALARY TOTAL</b>                  | <b>4.00</b>      | <b>248,815</b>   | <b>5.00</b>      | <b>291,115</b> | <b>5.00</b>      | <b>297,788</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |                  |                  |                |                  |                |
| Pension & Retirement                 |                  | 24,882           |                  | 29,112         |                  | 29,779         |
| Workers' Compensation                |                  | 1,384            |                  | 401            |                  | 978            |
| Health Benefits                      |                  | 61,592           |                  | 82,698         |                  | 81,506         |
| PEHP                                 |                  | 8,864            |                  | 9,040          |                  | 11,244         |
| FICA                                 |                  | 19,034           |                  | 22,270         |                  | 22,782         |
| Miscellaneous                        |                  | 560              |                  | 700            |                  | 700            |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>116,316</b>   |                  | <b>144,221</b> |                  | <b>146,989</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>4.00</b>      | <b>365,131 *</b> | <b>5.00</b>      | <b>435,336</b> | <b>5.00</b>      | <b>444,777</b> |

\*FY 15 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**

III. Strengthening Our Communities

| Measure                                                                                      | Actual 2013 | Actual 2014 | Actual 2015 | Budget 2016 | Estimate 2017 |
|----------------------------------------------------------------------------------------------|-------------|-------------|-------------|-------------|---------------|
| <b><u>Input:</u></b>                                                                         |             |             |             |             |               |
| Dollars allocated County funded                                                              | \$386,708   |             | \$365,131   | \$435,336   | \$444,777     |
| Number of staff County funded                                                                | 4           | 4           | 4           | 5           | 5             |
| Grant Funded                                                                                 | 1           | 1           | 1           | 1           | 3             |
| <b><u>Output:</u></b>                                                                        |             |             |             |             |               |
| Number of BMP's installed                                                                    | 52          | 35          | 28          | 60          | 60            |
| Number acres covered by Soil Conservation plans*<br>*(Includes first time and updated plans) | 2,406       | 732         | 1,109       | 2,200       | 500           |
| Number of ESC plans reviewed                                                                 | 363         | 390         | 341         | 420         | 350           |
| Number of acres approved under ESC plan                                                      | 2,230       | 2,092       | 3,191       | 2,650       | 2,400         |
| <b><u>Efficiency:</u></b>                                                                    |             |             |             |             |               |
| Average number of hours spent per conservation plan                                          | 40          | 40          | 40          | 40          | 40            |
| Average number of hours spent per BMP design**<br>**(dependent on site, size & complexity)   | 80-320      | 80-320      | 80-320      | 80-320      | 80-320        |
| <b><u>Service Quality:</u></b>                                                               |             |             |             |             |               |
| Number of BMP requests on the waiting list                                                   | N/A         | 100         | 120         | 168         | 150           |

### **Explanation and Analysis of Performance Measures**

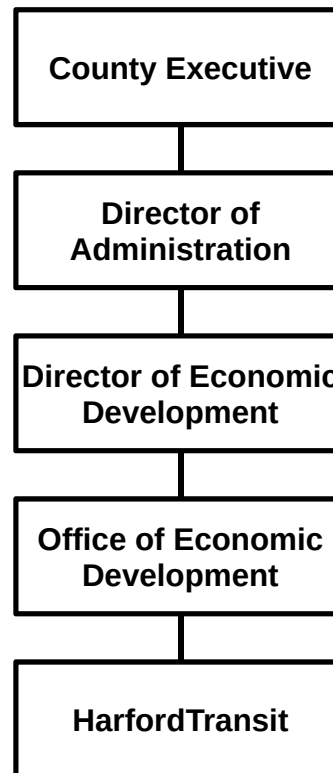
The Harford Soil Conservation District (SCD) works one-on-one with Harford County's farming community and rural landowners to implement a broad range of BMP's throughout the County to reduce nutrient and sediment loads. These BMP's are conservation practices that accomplish the Chesapeake Bay nutrient 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.



# OFFICE OF ECONOMIC DEVELOPMENT



## ECONOMIC DEVELOPMENT

### **ORIGIN/PURPOSE:**

The Office of Economic Development was created by Harford County Code Chapter 9, Article XXXI, Section 186, Bill No. 78-3 and amended by Bill No. 79-11 to advance the general economic welfare of the citizens of Harford County.

The Office of Economic Development and its Economic Development Advisory Board market the County as an area for new business to relocate; strengthen expansion of resident industry and small businesses; explore programs that create job and career opportunities for County residents; and expand availability of financial resources for industry and small business.

Functions of the Tourism and Marketing division were abolished by Executive Order 14-10. The division remains open to appropriate dedicated revenue from the Hotel Occupancy Tax. The Hotel Tax will be used to support and promote tourism and tourism related activities to include the marketing of the features of the county as a travel destination and the provision of services for the people attracted to the County. Tourism related activities include activities related to sports, festival, museum, agriculture and agriculture exposition, and farm-to-table experiences.

Per Executive Order 14-09 funding was transferred from index 097200 - Harford Transit under the Department of Community Services to index 653000 - Harford Transit under the Department of Economic Development.

### **MISSION STATEMENT:**

FACILITATE BUSINESS INVESTMENT, ENTREPRENEURIAL DEVELOPMENT 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  
VIA A ROBUST BUSINESS DEVELOPMENT SERVICES SPECTRUM

### **FY 17 GOALS:**

TO GENERATE AND RETAIN QUALITY EMPLOYMENT OPPORTUNITIES AMONG HARFORD COUNTY BASED COMPANIES TO INCREASE  
TAX REVENUE

TO MARKET THE COUNTY FOR ITS PREMIERE MID-ATLANTIC LOCATION, BUSINESS CLIMATE, AND ROBUST LOGISTICS

TO MAXIMIZE CO-LOCATED SERVICES IN SUPPORT OF BUSINESS STARTUPS AND ENTREPRENEURS

TO SUPPORT STRATEGIC ALLIANCES THROUGH LEADERSHIP, FINANCIAL AND CONSULTATION SERVICES IN ORDER TO LEVERAGE  
OPPORTUNITIES WITHIN NORTHEASTERN MARYLAND AND THE GREATER BALTIMORE REGION

TO PROVIDE DEPENDABLE AND EFFECTIVE TRANSPORTATION TO THE COUNTY'S BUSINESS COMMUNITY AND TRANSIT-DEPENDENT  
POPULATION BY CONNECTING CITIZENS WITH JOBS AND SERVICES

## ECONOMIC DEVELOPMENT

### ALL FUND SUMMARY:

|                                     | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17        |
|-------------------------------------|-------------------------|-------------------------|-----------------------------|--------------------------------|-------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                         |                         |                             |                                |                         |
| 10 PERSONAL SERVICES                | 1,720,818               | 1,623,618               | 2,095,222                   | 2,026,274                      | 2,026,274               |
| 20 CONTRACTUAL SERVICES             | 333,278                 | 348,865                 | 459,245                     | 453,405                        | 453,405                 |
| 30 SUPPLIES & MATERIALS             | 51,942                  | 32,090                  | 41,500                      | 36,100                         | 36,100                  |
| 40 BUSINESS AND TRAVEL              | 56,155                  | 37,328                  | 207,000                     | 203,175                        | 203,175                 |
| 50 CAPITAL OUTLAY                   | 1,063                   | 58,787                  | 0                           | 0                              | 0                       |
| 70 MISCELLANEOUS                    | 319,492                 | 374,250                 | 3,790,922                   | 3,790,922                      | 3,790,922               |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 993                     | 914                     | 0                           | 0                              | 0                       |
| <b>GRAND TOTAL</b>                  | <b><u>2,483,741</u></b> | <b><u>2,475,852</u></b> | <b><u>6,593,889</u></b>     | <b><u>6,509,876</u></b>        | <b><u>6,509,876</u></b> |

### **SUMMARY BY FUND:**

|                    |                         |                         |                         |                         |                         |
|--------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 11 GENERAL         | <u>2,483,741</u>        | <u>2,475,852</u>        | <u>6,593,889</u>        | <u>6,509,876</u>        | <u>6,509,876</u>        |
| <b>GRAND TOTAL</b> | <b><u>2,483,741</u></b> | <b><u>2,475,852</u></b> | <b><u>6,593,889</u></b> | <b><u>6,509,876</u></b> | <b><u>6,509,876</u></b> |

### **SUMMARY BY DIVISION:**

|                    |                                |                         |                         |                         |                         |                         |
|--------------------|--------------------------------|-------------------------|-------------------------|-------------------------|-------------------------|-------------------------|
| 651000             | OFFICE OF ECONOMIC DEVELOPMENT | 2,300,789               | 2,245,579               | 2,032,476               | 2,009,142               | 2,009,142               |
| 652000             | TOURISM AND MARKETING          | 182,952                 | 230,273                 | 1,830,000               | 1,830,000               | 1,830,000               |
| 653000             | HARFORD TRANSIT                | <u>0</u>                | <u>0</u>                | <u>2,731,413</u>        | <u>2,670,734</u>        | <u>2,670,734</u>        |
| <b>GRAND TOTAL</b> |                                | <b><u>2,483,741</u></b> | <b><u>2,475,852</u></b> | <b><u>6,593,889</u></b> | <b><u>6,509,876</u></b> | <b><u>6,509,876</u></b> |

## ECONOMIC DEVELOPMENT

### FINANCIAL NOTES:

| FY 16     | FY 17     | CHANGE   | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                                                                                                              |
|-----------|-----------|----------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2,095,222 | 2,026,274 | (68,948) | <p><u>PERSONAL SERVICES</u> decrease (\$68,948)</p> <p>Decrease is the result of salary adjustments and turnover, the abolishment of one (1) Grants Specialist position in Harford Transit, the FY 17 Merit Salary increase of 3%, and adjustments to pension, workers' compensation and health benefits.</p> |
| 459,245   | 453,405   | (5,840)  | <p><u>CONTRACTUAL SERVICES</u> decrease (\$5,840)</p> <p>Decrease in telephone service based on actual expense history</p>                                                                                                                                                                                    |
| 41,500    | 36,100    | (5,400)  | <p><u>SUPPLIES AND MATERIALS</u> decrease (\$5,400)</p> <p>Decrease in commercial printing, other food supplies and audio visual supplies based on actual expense history</p>                                                                                                                                 |
| 207,000   | 203,175   | (3,825)  | <p><u>BUSINESS AND TRAVEL</u> decrease (\$3,825)</p> <p>Decrease in county owned vehicles, fuel charges, transportation costs, meals and mileage based on actual expense history</p>                                                                                                                          |
| 875,340   | 875,340   | 0        | <p><u>MISCELLANEOUS</u> no change in funding from FY 16</p> <p>Grants &amp; Contributions - Harford Business Innovation Center and the Susquehanna Workforce Development; as well as contributions over match funding in Harford Transit for Fixed Routes, PEHP for the Rideshare Grant and SSTAP.</p>        |
| 955,082   | 955,082   | 0        | <p>County Match/Transfer out in Harford Transit for SSTAP, Section 5307, ADA, MTA Capital, JARC and New Freedom</p>                                                                                                                                                                                           |
| 1,830,000 | 1,830,000 | 0        | <p>Funding in the amount of \$1,500,000 from the hotel tax revenue will be used for tourism related grants. \$300,000 is appropriated for other countywide tourism related activities.</p>                                                                                                                    |
| 130,500   | 130,500   | 0        | <p>Other Grants &amp; Contributions - Workforce Development Training; Economic Development Opportunity Fund and the Chesapeake Science and Security Corridor (CSSC) Micro Enterprise Fund</p>                                                                                                                 |

**DEPARTMENT STAFF SUMMARY  
ECONOMIC DEVELOPMENT**

| POSITION TITLE                          | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|-----------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                         | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Accountant II                           | 0.00             | 0                  | 1.00             | 48,400           | 1.00             | 49,852           |
| Accounting Technician II                | 0.00             | 0                  | 1.00             | 53,378           | 1.00             | 54,979           |
| Administrative Assistant I              | 1.00             | 36,000             | 1.00             | 47,946           | 1.00             | 49,384           |
| Administrative Assistant II             | 1.00             | 38,792             | 2.00             | 85,263           | 2.00             | 87,821           |
| Administrative Secretary III            | 1.00             | 58,381             | 1.00             | 54,000           | 1.00             | 55,620           |
| Administrative Specialist I             | 3.00             | 155,905            | 1.00             | 51,772           | 2.00             | 109,975          |
| Administrative Specialist II            | 1.00             | 65,719             | 2.00             | 114,320          | 1.00             | 52,448           |
| Administrator                           | 1.00             | 98,534             | 1.00             | 75,256           | 1.00             | 85,490           |
| Communications Specialist I             | 0.00             | 0                  | 1.00             | 37,123           | 1.00             | 38,237           |
| Communications Specialist II            | 0.00             | 0                  | 2.00             | 87,043           | 2.00             | 89,654           |
| Community Resources Coordinator         | 0.00             | 0                  | 1.00             | 64,600           | 1.00             | 66,538           |
| Deputy Director of Economic Development | 1.00             | 103,950            | 1.00             | 89,000           | 1.00             | 90,000           |
| Director of Economic Development        | 1.00             | 126,066            | 1.00             | 115,000          | 1.00             | 117,500          |
| Economic Development Associate          | 3.00             | 187,597            | 0.00             | 0                | 0.00             | 0                |
| Grants Specialist II                    | 0.00             | 0                  | 1.00             | 40,900           | 0.00             | 0                |
| Manager, Harford Transit                | 0.00             | 0                  | 1.00             | 0                | 0.00             | 0                |
| Senior Economic Development Associate   | 4.00             | 295,988            | 4.00             | 297,816          | 4.00             | 306,750          |
| <b>FULL-TIME SALARIES</b>               | 17.00            | 1,166,932          | 22.00            | 1,261,817        | 20.00            | 1,254,248        |
| <b>TEMPORARY SALARIES</b>               |                  | 0                  |                  | 194,715          |                  | 144,942          |
| <b>SALARY TOTAL</b>                     | <b>17.00</b>     | <b>1,166,932</b>   | <b>22.00</b>     | <b>1,456,532</b> | <b>20.00</b>     | <b>1,399,190</b> |
| <b>OTHER PERSONAL SERVICES</b>          |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                    |                  | 116,693            |                  | 145,654          |                  | 139,920          |
| Workers' Compensation                   |                  | 22,689             |                  | 4,810            |                  | 9,077            |
| Health Benefits                         |                  | 254,455            |                  | 306,363          |                  | 313,062          |
| PEHP                                    |                  | 31,024             |                  | 54,240           |                  | 41,228           |
| Overtime                                |                  | 0                  |                  | 12,186           |                  | 12,186           |
| FICA                                    |                  | 88,708             |                  | 112,357          |                  | 107,971          |
| Miscellaneous                           |                  | 2,380              |                  | 3,080            |                  | 3,640            |
| <b>TOTAL OTHER PERSONAL SERVICES</b>    |                  | <b>515,949</b>     |                  | <b>638,690</b>   |                  | <b>627,084</b>   |
| <b>TOTAL PERSONAL SERVICES</b>          | <b>17.00</b>     | <b>1,682,881 *</b> | <b>22.00</b>     | <b>2,095,222</b> | <b>20.00</b>     | <b>2,026,274</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

|                                                                                                       |
|-------------------------------------------------------------------------------------------------------|
| <p><b>ECONOMIC DEVELOPMENT</b><br/><b>Office of Economic Development</b><br/><b>Index #651000</b></p> |
|-------------------------------------------------------------------------------------------------------|

**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.

Per Executive Order 14-10 the Tourism Marketing Division of the Office of Economic Development was abolished and the services and functions absorbed by the non-profit organization "Visit Harford!".

Per Executive Order 14-09 funding was transferred from index 097200 - Harford Transit under the Department of Community Services to index 653000 - Harford Transit under the Department of Economic Development.

**MISSION STATEMENT:**

TO FACILITATE BUSINESS INVESTMENT, ENTRENEURIAL DEVELOPMENT AND JOB CREATION TO FOSTER A DIVERSE ECONOMY AND EXPAND THE LOCAL TAX BASE, ENHANCING QUALITY OF LIFE FOR THOSE WHO LIVE, WORK, PLAY, LEARN, INVEST, SERVE AND STAY IN HARFORD COUNTY.

**FY 17 GOALS:**

TO GENERATE AND REATIN QUALITY EMPLOYMENT OPPORTUNITIES AMONG HARFORD COUNTY-BASED COMPANIES TO INCREASE TAX REVENUE

TO MARKET THE COUNTY FOR ITS PREMIER MID-ATLANTIC LOCATION, BUSINESS CLIMATE, AND ROBUST LOGISTICS

TO MAXIMIZE CO-LOCATED SERVICES IN SUPPORT OF BUSINESS STARTUPS AND ENTREPRENEURS

TO SUPPORT STRATEGIC ALLIANCES THROUGH LEADERSHIP, FINANCIAL, AND CONSULTATION SERVICES IN ORDER TO LEVERAGE OPPORTUNITIES IN NORTHEASTERN MARYLAND AND THE GREATER BALTIMORE REGION

|                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>ECONOMIC DEVELOPMENT</b><br/> <b>Office of Economic Development</b><br/> <b>Index #651000</b></p> |
|------------------------------------------------------------------------------------------------------------------------|

**ALL FUND SUMMARY:**

|                                     | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17        |
|-------------------------------------|-------------------------|-------------------------|-----------------------------|--------------------------------|-------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                         |                         |                             |                                |                         |
| 10 PERSONAL SERVICES                | 1,614,567               | 1,542,283               | 1,276,051                   | 1,263,322                      | 1,263,322               |
| 20 CONTRACTUAL SERVICES             | 327,910                 | 347,061                 | 363,450                     | 362,070                        | 362,070                 |
| 30 SUPPLIES AND MATERIALS           | 38,189                  | 26,866                  | 35,450                      | 30,050                         | 30,050                  |
| 40 BUSINESS AND TRAVEL              | 48,036                  | 35,418                  | 42,025                      | 38,200                         | 38,200                  |
| 50 CAPITAL OUTLAY                   | 594                     | 58,787                  | 0                           | 0                              | 0                       |
| 70 MISCELLANEOUS                    | 270,500                 | 234,250                 | 315,500                     | 315,500                        | 315,500                 |
| 80 INTER-GOVERNMENTAL/INTERFUND     | 993                     | 914                     | 0                           | 0                              | 0                       |
| <b>GRAND TOTAL</b>                  | <b><u>2,300,789</u></b> | <b><u>2,245,579</u></b> | <b><u>2,032,476</u></b>     | <b><u>2,009,142</u></b>        | <b><u>2,009,142</u></b> |
| <b><u>FUNDING SOURCE:</u></b>       |                         |                         |                             |                                |                         |
| 11 GENERAL                          | <b><u>2,300,789</u></b> | <b><u>2,245,579</u></b> | <b><u>2,032,476</u></b>     | <b><u>2,009,142</u></b>        | <b><u>2,009,142</u></b> |

|                                                                                                                        |
|------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>ECONOMIC DEVELOPMENT</b><br/> <b>Office of Economic Development</b><br/> <b>Index #651000</b></p> |
|------------------------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| FY 16     | FY 17     | CHANGE   | EXPLANATION OF INCREASE/DECREASE                                                                                                                                                                                             |
|-----------|-----------|----------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1,276,051 | 1,263,322 | (12,729) | <u>PERSONAL SERVICES</u> decrease (\$12,729)<br>Change is the result of salary adjustments, staff turnover, the FY 17 Merit Salary increase of 3%, and adjustments to temporary salaries, workers' compensation and pension. |
| 363,450   | 362,070   | (1,380)  | <u>CONTRACTUAL SERVICES</u> decrease (\$1,380)<br>Decrease in telephone service based on actual expense history                                                                                                              |
| 35,450    | 30,050    | (5,400)  | <u>SUPPLIES AND MATERIALS</u> decrease (\$5,400)<br>Decrease in printing commercial, delivery charges, other food supplies and audio visual supplies based on actual expense history                                         |
| 42,025    | 38,200    | (3,825)  | <u>BUSINESS AND TRAVEL</u> decrease (\$3,825)<br>Decrease in county owned vehicles, fuel charges, transportation costs and meals offset by mileage based on actual expense history                                           |



**DIVISION STAFF SUMMARY**  
**Office of Economic Development**  
**Index #651000**

| POSITION TITLE                          | ENACTED<br>FY 15 |                    | ENACTED<br>FY 16 |                  | ENACTED<br>FY 17 |                  |
|-----------------------------------------|------------------|--------------------|------------------|------------------|------------------|------------------|
|                                         | POSITIONS        | SALARIES           | POSITIONS        | SALARIES         | POSITIONS        | SALARIES         |
| Administrative Assistant I              | 1.00             | 36,000             | 1.00             | 47,946           | 1.00             | 49,384           |
| Administrative Assistant II             | 1.00             | 38,792             | 1.00             | 39,792           | 1.00             | 40,986           |
| Administrative Secretary III            | 1.00             | 58,381             | 1.00             | 54,000           | 1.00             | 55,620           |
| Administrative Specialist I             | 3.00             | 155,905            | 1.00             | 51,772           | 2.00             | 109,975 A        |
| Administrative Specialist II            | 1.00             | 65,719             | 2.00             | 114,320          | 1.00             | 52,448           |
| Administrator                           | 1.00             | 98,534             | 0.00             | 0                | 0.00             | 0                |
| Deputy Director of Economic Development | 1.00             | 103,950            | 1.00             | 89,000           | 1.00             | 90,000           |
| Director of Economic Development        | 1.00             | 126,066            | 1.00             | 115,000          | 1.00             | 117,500          |
| Economic Development Associate          | 2.00             | 112,285            | 0.00             | 0                | 0.00             | 0                |
| Senior Economic Development Associate   | 4.00             | 295,988            | 4.00             | 297,816          | 4.00             | 306,750          |
| <b>FULL-TIME SALARIES</b>               | 16.00            | 1,091,620          | 12.00            | 809,646          | 12.00            | 822,663          |
| <b>TEMPORARY SALARIES</b>               |                  | 0                  |                  | 88,000           |                  | 56,650 B         |
| <b>SALARY TOTAL</b>                     | <b>16.00</b>     | <b>1,091,620</b>   | <b>12.00</b>     | <b>897,646</b>   | <b>12.00</b>     | <b>879,313</b>   |
| <b>OTHER PERSONAL SERVICES</b>          |                  |                    |                  |                  |                  |                  |
| Pension & Retirement                    |                  | 109,162            |                  | 89,765           |                  | 87,931           |
| Workers' Compensation                   |                  | 20,415             |                  | 3,462            |                  | 7,104            |
| Health Benefits                         |                  | 243,412            |                  | 187,568          |                  | 193,650          |
| PEHP                                    |                  | 26,592             |                  | 27,120           |                  | 26,236           |
| FICA                                    |                  | 82,947             |                  | 68,670           |                  | 67,268           |
| Miscellaneous                           |                  | 2,240              |                  | 1,820            |                  | 1,820            |
| <b>TOTAL OTHER PERSONAL SERVICES</b>    |                  | <b>484,768</b>     |                  | <b>378,405</b>   |                  | <b>384,009</b>   |
| <b>TOTAL PERSONAL SERVICES</b>          | <b>16.00</b>     | <b>1,576,388 *</b> | <b>12.00</b>     | <b>1,276,051</b> | <b>12.00</b>     | <b>1,263,322</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Admin Specialist II filled as an Admin Specialist I - #3230

B - One (1) temporary CSSC Coordinator filled at a lower salary

**ECONOMIC DEVELOPMENT**  
**Tourism and Marketing**  
**Index #652000**

**ORIGIN/PURPOSE:**

Functions of the Tourism and Marketing division were abolished by Executive Order 14-10. The division remains open to appropriate dedicated revenue from the Hotel Occupancy Tax. The Hotel Tax will be used to support and promote tourism and tourism related activities to include the marketing of the features of the county as a travel destination and the provision of services for the people attracted to the county. Tourism related activities include activities related to sports, festival, museum, agriculture and agriculture exposition, and farm-to-table experiences.

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 106,251                  | 81,335                   | 0                                    | 0                                       | 0                        |
| 20 CONTRACTUAL SERVICES             | 5,368                    | 1,804                    | 0                                    | 0                                       | 0                        |
| 30 SUPPLIES AND MATERIALS           | 13,753                   | 5,224                    | 0                                    | 0                                       | 0                        |
| 40 BUSINESS AND TRAVEL              | 8,119                    | 1,910                    | 0                                    | 0                                       | 0                        |
| 50 CAPITAL OUTLAY                   | 469                      | 0                        | 0                                    | 0                                       | 0                        |
| 70 MISCELLANEOUS                    | 48,992                   | 140,000                  | 1,830,000                            | 1,830,000                               | 1,830,000                |
| <b>GRAND TOTAL</b>                  | <b>182,952</b>           | <b>230,273</b>           | <b>1,830,000</b>                     | <b>1,830,000</b>                        | <b>1,830,000</b>         |

**FUNDING SOURCE:**

|            |                |                |                  |                  |                  |
|------------|----------------|----------------|------------------|------------------|------------------|
| 11 GENERAL | <b>182,952</b> | <b>230,273</b> | <b>1,830,000</b> | <b>1,830,000</b> | <b>1,830,000</b> |
|------------|----------------|----------------|------------------|------------------|------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                    |
|--------------|--------------|---------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1,830,000    | 1,830,000    | 0             | <u>MISCELLANEOUS</u> - Funding in the amount of \$1,500,000 from the hotel tax revenue will be used for tourism related grants. \$300,000 is appropriated for other countywide tourism related activities. |

**DIVISION STAFF SUMMARY**  
**Tourism & Marketing**  
**Index #652000**

| POSITION TITLE                       | ENACTED<br>FY 15   |                         | ENACTED<br>FY 16   |                 | ENACTED<br>FY 17   |                 |
|--------------------------------------|--------------------|-------------------------|--------------------|-----------------|--------------------|-----------------|
|                                      | POSITIONS          | SALARIES                | POSITIONS          | SALARIES        | POSITIONS          | SALARIES        |
| Economic Development Associate       | <u>1.00</u>        | <u>75,312</u>           | <u>0.00</u>        | <u>0</u>        | <u>0.00</u>        | <u>0</u>        |
| <b>SALARY TOTAL</b>                  | <b><u>1.00</u></b> | <b><u>75,312</u></b>    | <b><u>0.00</u></b> | <b><u>0</u></b> | <b><u>0.00</u></b> | <b><u>0</u></b> |
| <b>OTHER PERSONAL SERVICES</b>       |                    |                         |                    |                 |                    |                 |
| Pension & Retirement                 |                    | 7,531                   |                    | 0               |                    | 0               |
| Workers' Compensation                |                    | 2,274                   |                    | 0               |                    | 0               |
| Health Benefits                      |                    | 11,043                  |                    | 0               |                    | 0               |
| PEHP                                 |                    | 4,432                   |                    | 0               |                    | 0               |
| FICA                                 |                    | 5,761                   |                    | 0               |                    | 0               |
| Miscellaneous                        |                    | <u>140</u>              |                    | <u>0</u>        |                    | <u>0</u>        |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                    | <b>31,181</b>           |                    | <b>0</b>        |                    | <b>0</b>        |
| <b>TOTAL PERSONAL SERVICES</b>       | <b><u>1.00</u></b> | <b><u>106,493 *</u></b> | <b><u>0.00</u></b> | <b><u>0</u></b> | <b><u>0.00</u></b> | <b><u>0</u></b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

**ECONOMIC DEVELOPMENT**  
**Harford Transit**  
**Index #653000**

**ORIGIN/PURPOSE:**

Harford Transit provides public and specialized transportation services in Harford County. Services include ten public bus routes operating Monday through Friday, as well as door-to-door service for the elderly and disabled persons.

Per Executive Order 14-09 all funds for Harford Transit were transferred from index 097200 under Community Services to index 653000 under Economic Development.

**FY 17 GOAL:**

TO PROVIDE DEPENDABLE AND EFFECTIVE TRANSPORTATION TO THE COUNTY'S BUSINESS COMMUNITY AND TRANSIT-DEPENDENT POPULATION BY CONNECTING CITIZENS WITH JOBS AND SERVICES

**ALL FUND SUMMARY:**

|                                     | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|-------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                                      |                                         |                          |
| 10 PERSONAL SERVICES                | 0                        | 0                        | 819,171                              | 762,952                                 | 762,952                  |
| 20 CONTRACTUAL SERVICES             | 0                        | 0                        | 95,795                               | 91,335                                  | 91,335                   |
| 30 SUPPLIES AND MATERIALS           | 0                        | 0                        | 6,050                                | 6,050                                   | 6,050                    |
| 40 BUSINESS AND TRAVEL              | 0                        | 0                        | 164,975                              | 164,975                                 | 164,975                  |
| 70 MISCELLANEOUS                    | 0                        | 0                        | 1,645,422                            | 1,645,422                               | 1,645,422                |
| <b>GRAND TOTAL</b>                  | <b>0</b>                 | <b>0</b>                 | <b>2,731,413</b>                     | <b>2,670,734</b>                        | <b>2,670,734</b>         |

**FUNDING SOURCE:**

|            |   |   |           |           |           |
|------------|---|---|-----------|-----------|-----------|
| 11 GENERAL | 0 | 0 | 2,731,413 | 2,670,734 | 2,670,734 |
|------------|---|---|-----------|-----------|-----------|

|                                                                                                         |
|---------------------------------------------------------------------------------------------------------|
| <p align="center"><b>ECONOMIC DEVELOPMENT</b><br/> <b>Harford Transit</b><br/> <b>Index #653000</b></p> |
|---------------------------------------------------------------------------------------------------------|

**FINANCIAL NOTES:**

| <b>FY 16</b> | <b>FY 17</b> | <b>CHANGE</b> | <b>EXPLANATION OF INCREASE/DECREASE</b>                                                                                                                                                                                                                                                |
|--------------|--------------|---------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 819,171      | 762,952      | (56,219)      | <p><u>PERSONAL SERVICES</u> decrease (\$56,219)</p> <p>Change is the result of salary adjustments, the abolishment of a Grants Specialist position, the FY 17 Merit Salary Increase of 3%, and adjustments to pension, health benefits and the Post Employment Health Plan (PEHP).</p> |
| 95,795       | 91,335       | (4,460)       | <p><u>CONTRACTUAL SERVICES</u> decrease (\$4,460)</p> <p>Decrease in telephone service based on actual expense history</p>                                                                                                                                                             |
| 690,340      | 690,340      | 0             | <p><u>MISCELLANEOUS</u> no change in funding over FY 16</p> <p>Contributions over match funding for Fixed Routes, SSTAP and PEHP for a Rideshare grant employee</p>                                                                                                                    |
| 955,082      | 955,082      | 0             | County Match/Transfer out for SSTAP, Section 5307, ADA, MTA Capital, JARC and New Freedom                                                                                                                                                                                              |

**DIVISION STAFF SUMMARY**  
**Harford Transit**  
**Index #653000**

| POSITION TITLE                       | ENACTED<br>FY 15 |            | ENACTED<br>FY 16 |                | ENACTED<br>FY 17 |                |
|--------------------------------------|------------------|------------|------------------|----------------|------------------|----------------|
|                                      | POSITIONS        | SALARIES   | POSITIONS        | SALARIES       | POSITIONS        | SALARIES       |
| Accountant II                        | 0.00             | 0          | 1.00             | 48,400         | 1.00             | 49,852         |
| Accounting Technician II             | 0.00             | 0          | 1.00             | 53,378         | 1.00             | 54,979         |
| Administrative Assistant II          | 0.00             | 0          | 1.00             | 45,471         | 1.00             | 46,835         |
| Administrator                        | 0.00             | 0          | 1.00             | 75,256         | 1.00             | 85,490         |
| Communication Specialist I           | 0.00             | 0          | 1.00             | 37,123         | 1.00             | 38,237         |
| Communication Specialist II          | 0.00             | 0          | 2.00             | 87,043         | 2.00             | 89,654         |
| Community Resources Coordinator      | 0.00             | 0          | 1.00             | 64,600         | 1.00             | 66,538         |
| Grants Specialist II                 | 0.00             | 0          | 1.00             | 40,900         | 0.00             | 0 A            |
| Manager, Harford Transit             | 0.00             | 0          | 1.00             | 0              | 0.00             | 0 B            |
| <b>FULL-TIME SALARIES</b>            | 0.00             | 0          | 10.00            | 452,171        | 8.00             | 431,585        |
| <b>TEMPORARY SALARIES</b>            |                  | 0          |                  | 106,715        |                  | 88,292         |
| <b>SALARY TOTAL</b>                  | <b>0.00</b>      | <b>0</b>   | <b>10.00</b>     | <b>558,886</b> | <b>8.00</b>      | <b>519,877</b> |
| <b>OTHER PERSONAL SERVICES</b>       |                  |            |                  |                |                  |                |
| Pension                              |                  | 0          |                  | 55,889         |                  | 51,989         |
| Workers' Compensation                |                  | 0          |                  | 1,348          |                  | 1,973          |
| Health Benefits                      |                  | 0          |                  | 118,795        |                  | 119,412        |
| PEHP                                 |                  | 0          |                  | 27,120         |                  | 14,992         |
| Overtime                             |                  | 0          |                  | 12,186         |                  | 12,186         |
| FICA                                 |                  | 0          |                  | 43,687         |                  | 40,703         |
| Miscellaneous                        |                  | 0          |                  | 1,260          |                  | 1,820          |
| <b>TOTAL OTHER PERSONAL SERVICES</b> |                  | <b>0</b>   |                  | <b>260,285</b> |                  | <b>243,075</b> |
| <b>TOTAL PERSONAL SERVICES</b>       | <b>0.00</b>      | <b>0 *</b> | <b>10.00</b>     | <b>819,171</b> | <b>8.00</b>      | <b>762,952</b> |

\*FY 15 Salaries and Other Personal Services are Enacted not Audited amounts

A - One (1) vacant Grants Specialist position abolished - #0216

B - One (1) vacant, unfunded Manager position abolished - #3225

**Office of Economic Development (Susquehanna Workforce Network) - Anticipated FY17 Grants**

| TITLE OF GRANT                                                    | GRANT PURPOSE                                                                                                                                                                                                                       | Source of Anticipated Funding |                    |       |              | Grant Dates      | Recurring or One Time |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------------|-------|--------------|------------------|-----------------------|
|                                                                   |                                                                                                                                                                                                                                     | Federal                       | State              | Other | County Match |                  |                       |
| Job Driven National Emergency Grant                               | Grant funds will be utilized to enhance and expand the provision of services to Maryland's long term unemployed. All expenditures will be made in accordance with the Susquehanna Region's Workforce Investment Act Five Year Plan. |                               | \$121,348          |       |              | 7/1/16 - 9/30/16 | One-Time              |
| Workforce Investment Act/Workforce Innovation and Opportunity Act | The Susquehanna Region's Program Formula Allocation will be utilized to support Workforce Investment Act operations and activities in accordance with the Susquehanna Region's Workforce Investment Act Five Year Plan.             |                               | \$1,830,335        |       |              | 7/1/16 - 6/30/17 | Recurring             |
| <b>TOTALS:</b>                                                    |                                                                                                                                                                                                                                     |                               | <b>\$1,951,683</b> |       | <b>\$0</b>   |                  |                       |

**Office of Economic Development (Harford Transit) - Anticipated FY17 Grants**

| TITLE OF GRANT                                 | GRANT PURPOSE                                                                                                                                                                                                                                                                   | Source of Anticipated Funding |                  |       |                  | Grant Dates      | Recurring or One Time |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------------|-------|------------------|------------------|-----------------------|
|                                                |                                                                                                                                                                                                                                                                                 | Federal                       | State            | Other | County Match     |                  |                       |
| 5307 Operating Assistance                      | To provide public transportation services to the citizens of Harford County.                                                                                                                                                                                                    | \$1,172,329                   | \$507,502        |       | \$664,826        | 7/1/16 - 6/30/17 | Recurring             |
| SSTAP Operating Assistance                     | To provide curb-to-curb transportation services for the elderly population & persons with disabilities.                                                                                                                                                                         |                               | \$170,371        |       | \$203,750        | 7/1/16 - 6/30/17 | Recurring             |
| MTA Preventive Maintenance & Capital Equipment | To provide funds to purchase or replace vehicles, cover cost of preventive maintenance on vehicles and other equipment.                                                                                                                                                         | \$692,045                     | \$86,506         |       | \$86,506         | 7/1/16 - 6/30/20 | Recurring             |
| Ride Share                                     | Grant funds to promote the use of transportation alternatives to the single occupancy vehicle including mass transit, car and vanpooling, bicycling and to increase awareness and benefits of various commuting options to the public, businesses, agencies, and organizations. | \$88,066                      |                  |       |                  | 7/1/16 - 6/30/17 | Recurring             |
|                                                | <b>TOTALS:</b>                                                                                                                                                                                                                                                                  | <b>\$1,952,440</b>            | <b>\$764,379</b> |       | <b>\$955,082</b> |                  |                       |



## DEBT SERVICE

### ORIGIN/PURPOSE:

Debt management is an important component of the County's financial management practices. The County will issue General Obligation bonds to finance the capital portion of tax supported general public purpose governmental activities with libraries, schools, public safety buildings, and water & sewer projects being the most common uses of bond proceeds.

The Debt Service account includes the amounts necessary to pay the principal and the interest on outstanding indebtedness, to include the sale of bonds, short-term financing, and lease finance. In addition, all costs associated with bond sales, issues, and controls are also appropriated here.

### ALL FUND SUMMARY:

|    |                                     | AUDITED<br>FY 14  | AUDITED<br>FY 15   | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17  |
|----|-------------------------------------|-------------------|--------------------|-----------------------------|--------------------------------|-------------------|
|    | <b><u>SUMMARY BY CHARACTER:</u></b> |                   |                    |                             |                                |                   |
| 20 | CONTRACTUAL SERVICES                | 107,154           | 144,572            | 142,000                     | 152,000                        | 152,000           |
| 60 | DEBT SERVICE                        | 70,836,667        | 134,226,744        | 78,398,254                  | 78,651,766                     | 78,651,766        |
|    | <b>GRAND TOTAL</b>                  | <b>70,943,821</b> | <b>134,371,316</b> | <b>78,540,254</b>           | <b>78,803,766</b>              | <b>78,803,766</b> |
|    | <b><u>SUMMARY BY FUND:</u></b>      |                   |                    |                             |                                |                   |
| 11 | GENERAL                             | 47,937,216        | 113,070,646        | 52,427,719                  | 51,879,380                     | 51,879,380        |
| 25 | HIGHWAYS                            | 971,338           | 687,132            | 1,051,723                   | 1,008,086                      | 1,008,086         |
| 27 | AG PRESERVATION - COUNTY            | 5,247,181         | 5,865,192          | 10,113,921                  | 10,369,800                     | 10,369,800        |
| 29 | STORMWATER MANAGEMENT               | 0                 | 0                  | 0                           | 96,500                         | 96,500            |
| 31 | TAX INCREMENT FINANCING             | 1,060,813         | 1,068,478          | 1,100,000                   | 1,100,000                      | 1,100,000         |
| 53 | WATER & SEWER DEBT SERVICE          | 14,158,423        | 13,679,868         | 13,846,891                  | 14,350,000                     | 14,350,000        |
| 55 | SOLID WASTE SERVICES                | 1,568,850         | 0                  | 0                           | 0                              | 0                 |
|    | <b>GRAND TOTAL</b>                  | <b>70,943,821</b> | <b>134,371,316</b> | <b>78,540,254</b>           | <b>78,803,766</b>              | <b>78,803,766</b> |

## DEBT SERVICE

### ALL FUND SUMMARY:

|                                    |                                            | AUDITED<br>FY 14  | AUDITED<br>FY 15   | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17  |
|------------------------------------|--------------------------------------------|-------------------|--------------------|-----------------------------|--------------------------------|-------------------|
| <b><u>SUMMARY BY DIVISION:</u></b> |                                            |                   |                    |                             |                                |                   |
| 661110                             | PRINCIPAL GENERAL FUND                     | 28,848,357        | 29,743,900         | 32,690,088                  | 33,078,870                     | 33,078,870        |
| 662110                             | INTEREST GENERAL FUND                      | 18,141,852        | 18,321,041         | 19,097,631                  | 18,160,510                     | 18,160,510        |
| 664110                             | SERVICE COSTS GENERAL FUND                 | 231,221           | 622,235            | 640,000                     | 640,000                        | 640,000           |
| 665110                             | LEASE FINANCE PRINCIPAL GENERAL FUND       | 699,373           | 0                  | 0                           | 0                              | 0                 |
| 666110                             | LEASE FINANCE INTEREST GENERAL FUND        | 16,413            | 0                  | 0                           | 0                              | 0                 |
| 667110                             | CURRENT / ADVANCE REFUNDING                | 0                 | 64,383,470         | 0                           | 0                              | 0                 |
| 661250                             | PRINCIPAL HIGHWAYS FUND                    | 200,500           | 377,944            | 565,445                     | 575,767                        | 575,767           |
| 662250                             | INTEREST HIGHWAYS FUND                     | 138,067           | 280,880            | 456,278                     | 402,319                        | 402,319           |
| 664250                             | SERVICE COSTS HIGHWAYS FUND                | 23,592            | 28,308             | 30,000                      | 30,000                         | 30,000            |
| 665250                             | LEASE FINANCE PRINCIPAL HIGHWAYS FUND      | 595,211           | 0                  | 0                           | 0                              | 0                 |
| 666250                             | LEASE FINANCE INTEREST HIGHWAYS FUND       | 13,968            | 0                  | 0                           | 0                              | 0                 |
| 661270                             | PRINCIPAL AG PRESERVATION - COUNTY         | 2,075,443         | 2,767,557          | 7,091,063                   | 7,600,000                      | 7,600,000         |
| 662270                             | INTEREST AG PRESERVATION - COUNTY          | 3,149,941         | 3,037,241          | 2,962,858                   | 2,700,000                      | 2,700,000         |
| 664270                             | SERVICE COSTS AG PRESERVATION - COUNTY     | 21,797            | 30,394             | 60,000                      | 69,800                         | 69,800            |
| 661290                             | PRINCIPAL STORMWATER MANAGEMENT            | 0                 | 0                  | 0                           | 35,750                         | 35,750            |
| 662290                             | INTEREST STORMWATER MANAGEMENT             | 0                 | 0                  | 0                           | 35,750                         | 35,750            |
| 664290                             | SERVICE COSTS STORMWATER MANAGEMENT        | 0                 | 0                  | 0                           | 25,000                         | 25,000            |
| 662310                             | INTEREST TAX INCREMENT FINANCING           | 1,050,000         | 1,050,000          | 1,050,000                   | 1,050,000                      | 1,050,000         |
| 664310                             | SERVICE COSTS TAX INCREMENT FINANCING      | 10,813            | 18,748             | 50,000                      | 50,000                         | 50,000            |
| 661530                             | PRINCIPAL W & S DEBT SERVICE FUND          | 8,546,381         | 8,269,284          | 8,387,285                   | 8,719,183                      | 8,719,183         |
| 662530                             | INTEREST W & S DEBT SERVICE FUND           | 5,304,181         | 5,259,560          | 5,089,606                   | 5,260,817                      | 5,260,817         |
| 664530                             | SERVICE COSTS W & S DEBT SERVICE FUND      | 109,877           | 151,024            | 370,000                     | 370,000                        | 370,000           |
| 665530                             | LEASE FINANCE PRINCIPAL W & S DEBT SERVICE | 193,444           | 0                  | 0                           | 0                              | 0                 |
| 666530                             | LEASE FINANCE INTEREST W & S DEBT SERVICE  | 4,540             | 0                  | 0                           | 0                              | 0                 |
| 661550                             | PRINCIPAL SOLID WASTE SERVICES             | 1,470,000         | 0                  | 0                           | 0                              | 0                 |
| 662550                             | INTEREST SOLID WASTE SERVICES              | 77,175            | 0                  | 0                           | 0                              | 0                 |
| 666550                             | LEASE FINANCE INTEREST SOLID WASTE MGT     | 21,675            | 0                  | 0                           | 0                              | 0                 |
| <b>GRAND TOTAL</b>                 |                                            | <b>70,943,821</b> | <b>134,341,586</b> | <b>78,540,254</b>           | <b>78,803,766</b>              | <b>78,803,766</b> |

**DEPARTMENT: DEBT SERVICE****DIVISION: Debt Service - 661110 Principal, 662110 Interest - General Funds**

Harford County went to the bond market February 9, 2016 for \$40,000,000 in Consolidated Public Improvement Bonds - Series 2016. The County received the highest rating possible from all three investor services, making Harford County bond ratings: Fitch Ratings AAA, Standard and Poor's AAA, and Moody's Investors Service Aaa, as published in the County's Official Statement on February 9, 2016.

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 17 Approved Capital Budget:

**Board of Education**

|                                               |           |
|-----------------------------------------------|-----------|
| Darlington E.S. Comp HVAC Systemic Project    | 398,000   |
| Riverside E.S. HVAC Systemic Renovation       | 4,716,000 |
| Roof Replacement - Joppatowne H.S.            | 1,115,000 |
| William Paca/Old Post ES Open Space Enclosure | 1,261,000 |
| William S James ES Open Space Enclosure       | 691,000   |
| Youth's Benefit E.S. Replacement              | 2,419,000 |

**Total Board of Education****10,600,000****TOTAL GENERAL FUND PROJECTS****10,600,000**

**DEPARTMENT: DEBT SERVICE****DIVISION: Debt Service - 661110 Principal, 662110 Interest - General Funds**

|                                 | AUDITED<br>FY 14  | AUDITED<br>FY 15  | ORIGINAL<br>BUDGET<br>FY 16 | PROPOSED<br>BUDGET<br>FY 17 | ENACTED<br>FY 17  |
|---------------------------------|-------------------|-------------------|-----------------------------|-----------------------------|-------------------|
| <b>PRINCIPAL PAYMENTS:</b>      |                   |                   |                             |                             |                   |
| 6101 County Bonds               | 8,135,237         | 8,037,916         | 9,411,203                   | 9,854,085                   | 9,854,085         |
| 6103 School Bonds               | 17,533,082        | 18,497,995        | 19,732,161                  | 19,800,175                  | 19,800,175        |
| 6105 College Bonds              | 1,899,021         | 1,948,603         | 2,274,131                   | 2,229,656                   | 2,229,656         |
| 6112 Notes                      | 286,701           | 701               | 701                         | 701                         | 701               |
| 6114 Solid Waste Services       | 994,316           | 1,258,685         | 1,271,892                   | 1,194,253                   | 1,194,253         |
| <b>TOTAL PRINCIPAL PAYMENTS</b> | <b>28,848,357</b> | <b>29,743,900</b> | <b>32,690,088</b>           | <b>33,078,870</b>           | <b>33,078,870</b> |
| <b>INTEREST PAYMENTS:</b>       |                   |                   |                             |                             |                   |
| 6201 County Bonds               | 3,769,597         | 4,489,155         | 5,302,740                   | 5,293,822                   | 5,293,822         |
| 6203 School Bonds               | 12,639,231        | 12,144,266        | 11,977,328                  | 11,236,789                  | 11,236,789        |
| 6205 College Bonds              | 922,379           | 925,926           | 1,109,490                   | 982,820                     | 982,820           |
| 6212 Notes                      | 84,760            | 74,750            | 74,750                      | 74,750                      | 74,750            |
| 6214 Solid Waste Services       | 725,885           | 686,944           | 633,323                     | 572,329                     | 572,329           |
| <b>TOTAL INTEREST PAYMENTS</b>  | <b>18,141,852</b> | <b>18,321,041</b> | <b>19,097,631</b>           | <b>18,160,510</b>           | <b>18,160,510</b> |
| <b>TOTAL PAYMENTS</b>           | <b>46,990,209</b> | <b>48,064,941</b> | <b>51,787,719</b>           | <b>51,239,380</b>           | <b>51,239,380</b> |

**HARFORD COUNTY, MARYLAND**  
**FY 17 GENERAL FUND PRINCIPAL & INTEREST PAYMENTS**

|                           |                 |  | <b>PRINCIPAL</b>         | <b>INTEREST</b>          |
|---------------------------|-----------------|--|--------------------------|--------------------------|
| <b>COUNTY BONDS:</b>      |                 |  |                          |                          |
| 2007                      | Bonds           |  | 2,099,985                | 138,485                  |
| 2009                      | Refunding Bonds |  | 445,745                  | 51,205                   |
| 2009                      | Bonds           |  | 381,333                  | 67,036                   |
| 2010                      | Refunding Bonds |  | 1,168,410                | 278,616                  |
| 2010                      | Series A        |  | 1,029,800                | 234,415                  |
| 2010                      | Series B        |  | 0                        | 573,653                  |
| 2012                      | Refunding Bonds |  | 12,024                   | 2,354                    |
| 2012                      | Bonds           |  | 503,100                  | 262,688                  |
| 2013                      | Bonds           |  | 688,010                  | 447,297                  |
| 2013                      | Refunding Bonds |  | 483,201                  | 637,886                  |
| 2014                      | Bonds           |  | 1,217,943                | 864,160                  |
| 2015                      | Bonds           |  | 1,057,157                | 766,439                  |
| 2015                      | Refunding Bonds |  | 0                        | 202,211                  |
| 2016                      | Bonds           |  | 767,377                  | 767,377                  |
| <b>TOTAL COUNTY BONDS</b> |                 |  | <b><u>9,854,085</u></b>  | <b><u>5,293,822</u></b>  |
| <b>SCHOOL BONDS:</b>      |                 |  |                          |                          |
| 2007                      | Bonds           |  | 4,493,804                | 296,348                  |
| 2009                      | Refunding Bonds |  | 464,305                  | 53,338                   |
| 2009                      | Bonds           |  | 3,688,667                | 648,451                  |
| 2010                      | Refunding Bonds |  | 1,160,775                | 276,796                  |
| 2010                      | Series A        |  | 5,751,300                | 1,309,178                |
| 2010                      | Series B        |  | 0                        | 3,203,777                |
| 2012                      | Refunding Bonds |  | 494,310                  | 96,786                   |
| 2012                      | Bonds           |  | 720,460                  | 376,181                  |
| 2013                      | Bonds           |  | 507,992                  | 330,261                  |
| 2013                      | Refunding Bonds |  | 1,217,304                | 1,606,995                |
| 2014                      | Bonds           |  | 193,058                  | 136,979                  |
| 2015                      | Bond            |  | 590,894                  | 428,398                  |
| 2015                      | Refunding Bonds |  | 0                        | 1,955,995                |
| 2016                      | Bonds           |  | 517,306                  | 517,306                  |
| <b>TOTAL SCHOOL BONDS</b> |                 |  | <b><u>19,800,175</u></b> | <b><u>11,236,789</u></b> |

**HARFORD COUNTY, MARYLAND**  
**FY 17 GENERAL FUND PRINCIPAL & INTEREST PAYMENTS**

|                                                                        |                               | PRINCIPAL         | INTEREST          |
|------------------------------------------------------------------------|-------------------------------|-------------------|-------------------|
| <b>COLLEGE BONDS:</b>                                                  |                               |                   |                   |
| 2007                                                                   | Bonds                         | 574,616           | 37,894            |
| 2009                                                                   | Refunding Bonds               | 88,753            | 10,196            |
| 2009                                                                   | Bonds                         | 59,583            | 10,474            |
| 2010                                                                   | Refunding Bonds               | 155,754           | 37,141            |
| 2010                                                                   | Series A                      | 19,000            | 4,325             |
| 2010                                                                   | Series B                      | 0                 | 10,584            |
| 2012                                                                   | Refunding Bonds               | 192,634           | 37,718            |
| 2012                                                                   | Bonds                         | 486,980           | 254,272           |
| 2013                                                                   | Bonds                         | 144,500           | 93,944            |
| 2013                                                                   | Refunding Bonds               | 144,293           | 190,484           |
| 2014                                                                   | Bonds                         | 72,376            | 51,352            |
| 2015                                                                   | Bonds                         | 284,817           | 206,492           |
| 2015                                                                   | Refunding Bonds               | 0                 | 31,594            |
| 2016                                                                   | Bonds                         | 6,350             | 6,350             |
| <b>TOTAL COLLEGE BONDS</b>                                             |                               | <b>2,229,656</b>  | <b>982,820</b>    |
| <b>SOLID WASTE SERVICES:</b>                                           |                               |                   |                   |
| 1999                                                                   | Water Quality Refunding Bonds | 127,597           | 6,109             |
| 2007                                                                   | Bonds                         | 331,596           | 21,868            |
| 2009                                                                   | Refunding Bonds               | 13,242            | 1,521             |
| 2009                                                                   | Bonds                         | 275,000           | 48,344            |
| 2010                                                                   | Series A                      | 245,100           | 55,793            |
| 2010                                                                   | Series B                      | 0                 | 136,534           |
| 2012                                                                   | Bonds                         | 137,800           | 71,951            |
| 2013                                                                   | Refunding Bonds               | 63,918            | 84,384            |
| 2015                                                                   | Refunding Bonds               | 0                 | 145,825           |
| <b>TOTAL SOLID WASTE SERVICES</b>                                      |                               | <b>1,194,253</b>  | <b>572,329</b>    |
| <b>NOTES: <i>Principal &amp; Interest on Short Term Financing:</i></b> |                               |                   |                   |
|                                                                        | PACA LTD                      | 0                 | 74,750            |
|                                                                        | Stuart Terrace                | 701               | 0                 |
| <b>TOTAL NOTES</b>                                                     |                               | <b>701</b>        | <b>74,750</b>     |
| <b>TOTAL GENERAL FUND PRINCIPAL &amp; INTEREST</b>                     |                               | <b>33,078,870</b> | <b>18,160,510</b> |

## DEPARTMENT: DEBT SERVICE

### DIVISION: Debt Service - 661250 Principal, 662250 Interest - Highways Fund

It is Harford County's practice to conduct an annual bond sale contingent on capital project needs and the economic conditions of the bond market. Prior to selling bonds, the County will issue Bond Anticipation Notes (short term financing) to start the construction of capital projects based on cash flow needs.

The following capital projects are included in the FY 17 Approved Capital Budget:

#### Bridges

|                                    |                  |
|------------------------------------|------------------|
| Abingdon Road Bridge #169 over CSX | 100,000          |
| Chestnut Hill Bridge #40           | 80,000           |
| Glenville Road Bridge #30          | 20,000           |
| Green Road Bridges #119 & #122     | 360,000          |
| Johnson Mill Road Bridge #45       | 140,000          |
| New Park Road Bridge #125          | 400,000          |
| Phillips Mill Road Bridge #70      | 50,000           |
| Stafford Road Bridge #24           | 40,000           |
| <b>Total Bridges</b>               | <b>1,190,000</b> |

#### Roads

|                                       |                  |
|---------------------------------------|------------------|
| Moore's Mill Road                     | 1,675,000        |
| Tollgate Road (West Ring to Plumtree) | 2,330,000        |
| <b>Total Roads</b>                    | <b>4,005,000</b> |

**Total Highways Projects 5,195,000**

|                                 | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>PROPOSED<br/>BUDGET<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|---------------------------------|--------------------------|--------------------------|--------------------------------------|--------------------------------------|--------------------------|
| <b>PRINCIPAL PAYMENTS:</b>      |                          |                          |                                      |                                      |                          |
| 6101 County Bonds               | 200,500                  | 377,944                  | 565,445                              | 575,767                              | 575,767                  |
| <b>TOTAL PRINCIPAL PAYMENTS</b> | <b>200,500</b>           | <b>377,944</b>           | <b>565,445</b>                       | <b>575,767</b>                       | <b>575,767</b>           |
| <b>INTEREST PAYMENTS:</b>       |                          |                          |                                      |                                      |                          |
| 6201 County Bonds               | 138,067                  | 280,880                  | 456,278                              | 402,319                              | 402,319                  |
| <b>TOTAL INTEREST PAYMENTS</b>  | <b>138,067</b>           | <b>280,880</b>           | <b>456,278</b>                       | <b>402,319</b>                       | <b>402,319</b>           |
| <b>TOTAL PAYMENTS</b>           | <b>338,567</b>           | <b>658,824</b>           | <b>1,021,723</b>                     | <b>978,086</b>                       | <b>978,086</b>           |

**DEPARTMENT: DEBT SERVICE****DIVISION: Debt Service - 661270 Principal, 662270 Interest  
AG Preservation - County**

This account represents annual payments on installment contracts to purchase agricultural easements for Ag land preservation purposes. These contracts are for ten to twenty year periods.

|                                 | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | PROPOSED<br>BUDGET<br>FY 17 | ENACTED<br>FY 17  |
|---------------------------------|------------------|------------------|-----------------------------|-----------------------------|-------------------|
| <b>PRINCIPAL PAYMENTS:</b>      |                  |                  |                             |                             |                   |
| 6113 Agricultural Preservation  | 2,075,443        | 2,767,557        | 7,091,063                   | 7,600,000                   | 7,600,000         |
| <b>TOTAL PRINCIPAL PAYMENTS</b> | <b>2,075,443</b> | <b>2,767,557</b> | <b>7,091,063</b>            | <b>7,600,000</b>            | <b>7,600,000</b>  |
| <b>INTEREST PAYMENTS:</b>       |                  |                  |                             |                             |                   |
| 6213 Agricultural Preservation  | 3,149,941        | 3,037,241        | 2,962,858                   | 2,700,000                   | 2,700,000         |
| <b>TOTAL INTEREST PAYMENTS</b>  | <b>3,149,941</b> | <b>3,037,241</b> | <b>2,962,858</b>            | <b>2,700,000</b>            | <b>2,700,000</b>  |
| <b>TOTAL PAYMENTS</b>           | <b>5,225,384</b> | <b>5,804,798</b> | <b>10,053,921</b>           | <b>10,300,000</b>           | <b>10,300,000</b> |



**DEPARTMENT: DEBT SERVICE****DIVISION: Debt Service - 661290 Principal, 662290 Interest - Stormwater Management Fund**

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

The following capital projects are included in the FY 17 Approved Capital Budget:

|                                                 |           |                                    |           |
|-------------------------------------------------|-----------|------------------------------------|-----------|
| County Owned Watershed Restoration Improvements | 2,100,000 | Sunnyview Stream Restoration       | 300,000   |
| Joppatowne Area Watershed Restoration           | 250,000   | Watershed Restoration Assessment   | 1,200,000 |
| Plumtree Watershed Restoration                  | 600,000   | Watershed Restoration Improvements | 450,000   |
| Riverside Area Watershed Restoration            | 400,000   | Watershed Restoration Maintenance  | 100,000   |
| Sams Branch Watershed Restoration               | 50,000    | Wheel Creek Watershed Restoration  | 400,000   |
| Septic System Disconnection                     | 50,000    |                                    |           |

**TOTAL STORMWATER MANAGEMENT FUND PROJECTS                      5,900,000**

|                                 | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>PROPOSED<br/>BUDGET<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|---------------------------------|--------------------------|--------------------------|--------------------------------------|--------------------------------------|--------------------------|
| <b>PRINCIPAL PAYMENTS:</b>      |                          |                          |                                      |                                      |                          |
| 6101 County Bonds               | 0                        | 0                        | 0                                    | 35,750                               | 35,750                   |
| <b>TOTAL PRINCIPAL PAYMENTS</b> | <b>0</b>                 | <b>0</b>                 | <b>0</b>                             | <b>35,750</b>                        | <b>35,750</b>            |
| <b>INTEREST PAYMENTS:</b>       |                          |                          |                                      |                                      |                          |
| 6201 County Bonds               | 0                        | 0                        | 0                                    | 35,750                               | 35,750                   |
| <b>TOTAL INTEREST PAYMENTS</b>  | <b>0</b>                 | <b>0</b>                 | <b>0</b>                             | <b>35,750</b>                        | <b>35,750</b>            |
| <b>TOTAL PAYMENTS</b>           | <b>0</b>                 | <b>0</b>                 | <b>0</b>                             | <b>71,500</b>                        | <b>71,500</b>            |

**DEPARTMENT: DEBT SERVICE****DIVISION: Debt Service - 662310 Interest  
Tax Increment Financing**

This account is a special fund for deposit of a certain portion of the real property tax collected in a development district and used to finance or reimburse the cost of special obligation bonds for certain public improvements relating to the district without constituting a general obligation of the County.

|                                  | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | PROPOSED<br>BUDGET<br>FY 17 | ENACTED<br>FY 17        |
|----------------------------------|-------------------------|-------------------------|-----------------------------|-----------------------------|-------------------------|
| <b>INTEREST PAYMENTS:</b>        |                         |                         |                             |                             |                         |
| 6201 County Bonds<br>Beech Creek | <u>1,050,000</u>        | <u>1,050,000</u>        | <u>1,050,000</u>            | <u>1,050,000</u>            | <u>1,050,000</u>        |
|                                  |                         |                         |                             |                             |                         |
| <b>TOTAL INTEREST PAYMENTS</b>   | <u><u>1,050,000</u></u> | <u><u>1,050,000</u></u> | <u><u>1,050,000</u></u>     | <u><u>1,050,000</u></u>     | <u><u>1,050,000</u></u> |

**DEPARTMENT: DEBT SERVICE**

**DIVISION: Debt Service - 661530 Principal, 662530 Interest  
Water & Sewer Debt Service Funds**

Harford County went to the bond market February 9, 2016 for \$40,000,000 in Consolidated Public Improvement Bonds - Series 2016. The County received the highest rating possible from all three investor services, making Harford County bond ratings: Fitch Ratings AAA, Standard and Poor's AAA, and Moody's Investors Service Aaa, as published in the County's Official Statement of February 9, 2016.

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 17 Approved Capital Budget:

**Sewer Projects:**

|                                    |                         |
|------------------------------------|-------------------------|
| Bio Solids Facilities Enhancements | 700,000                 |
| Bynum Run Parallel Phases 6&7      | 400,000                 |
| <b>TOTAL SEWER PROJECTS</b>        | <b><u>1,100,000</u></b> |

**DEPARTMENT: DEBT SERVICE****DIVISION: Debt Service - 661530 Principal, 662530 Interest  
Water & Sewer Debt Service Funds**

|                                 | AUDITED<br>FY 14  | AUDITED<br>FY 15  | ORIGINAL<br>BUDGET<br>FY 16 | PROPOSED<br>BUDGET<br>FY 17 | ENACTED<br>FY 17  |
|---------------------------------|-------------------|-------------------|-----------------------------|-----------------------------|-------------------|
| <b>PRINCIPAL PAYMENTS:</b>      |                   |                   |                             |                             |                   |
| 6102 State Loans                | 319,538           | 783,293           | 709,749                     | 396,234                     | 396,234           |
| 6106 Water & Sewer Bonds        | 6,927,087         | 7,485,991         | 7,677,536                   | 8,322,949                   | 8,322,949         |
| 6109 Farmers Home Loans         | 1,299,756         | 0                 | 0                           | 0                           | 0                 |
| <b>TOTAL PRINCIPAL PAYMENTS</b> | <b>8,546,381</b>  | <b>8,269,284</b>  | <b>8,387,285</b>            | <b>8,719,183</b>            | <b>8,719,183</b>  |
| <b>INTEREST PAYMENTS:</b>       |                   |                   |                             |                             |                   |
| 6202 State Loans                | 66,260            | 58,297            | 38,650                      | 20,858                      | 20,858            |
| 6206 Water & Sewer Bonds        | 5,174,327         | 5,201,263         | 5,050,956                   | 5,239,959                   | 5,239,959         |
| 6209 Farmers Home Loans         | 63,594            | 0                 | 0                           | 0                           | 0                 |
| <b>TOTAL INTEREST PAYMENTS</b>  | <b>5,304,181</b>  | <b>5,259,560</b>  | <b>5,089,606</b>            | <b>5,260,817</b>            | <b>5,260,817</b>  |
| <b>TOTAL PAYMENTS</b>           | <b>13,850,562</b> | <b>13,528,844</b> | <b>13,476,891</b>           | <b>13,980,000</b>           | <b>13,980,000</b> |

**HARFORD COUNTY, MARYLAND  
FY 17 WATER & SEWER DEBT SERVICE  
PRINCIPAL & INTEREST PAYMENTS**

|                                                                      |                 | PRINCIPAL               | INTEREST                |
|----------------------------------------------------------------------|-----------------|-------------------------|-------------------------|
| <b>STATE LOANS:</b>                                                  |                 |                         |                         |
| 1999                                                                 | Loans           | 73,831                  | 5,421                   |
| 1999                                                                 | Refunding       | 322,403                 | 15,437                  |
| <b>TOTAL STATE LOANS</b>                                             |                 | <b><u>396,234</u></b>   | <b><u>20,858</u></b>    |
| <b>WATER &amp; SEWER BONDS:</b>                                      |                 |                         |                         |
| 2007                                                                 | Bonds           | 1,750,000               | 124,155                 |
| 2009                                                                 | Refunding Bonds | 197,956                 | 22,740                  |
| 2009                                                                 | Bonds           | 1,095,417               | 192,570                 |
| 2010                                                                 | Refunding Bonds | 60,062                  | 14,322                  |
| 2010                                                                 | Series A        | 2,454,800               | 558,791                 |
| 2010                                                                 | Series B        | 0                       | 1,367,453               |
| 2012                                                                 | Refunding Bonds | 206,033                 | 40,341                  |
| 2012                                                                 | Bonds           | 709,020                 | 370,207                 |
| 2013                                                                 | Bonds           | 375,000                 | 341,128                 |
| 2013                                                                 | Refunding Bonds | 476,285                 | 628,894                 |
| 2014                                                                 | Bonds           | 250,000                 | 247,390                 |
| 2015                                                                 | Bonds           | 105,002                 | 107,725                 |
| 2015                                                                 | Refunding Bonds | 0                       | 580,869                 |
| 2016                                                                 | Bonds           | 643,374                 | 643,374                 |
| <b>TOTAL WATER &amp; SEWER BONDS</b>                                 |                 | <b><u>8,322,949</u></b> | <b><u>5,239,959</u></b> |
| <b>TOTAL WATER &amp; SEWER DEBT SERVICE PRINCIPAL &amp; INTEREST</b> |                 | <b><u>8,719,183</u></b> | <b><u>5,260,817</u></b> |

**DEPARTMENT: DEBT SERVICE - GENERAL FUND****DIVISION: Lease Finance - 665110 Principal  
Lease Finance - 666110 Interest**

Funds are budgeted to these accounts to pay principal and interest on short-term financing through lease/purchase or other methods of financing.

Principal and the funding of Interest for Lease Finance agreements are in two separate divisions as it is with all other types of debt service payments.  
The final principal and interest payments will be completed during FY 14.

| Lease Finance - 665110 Principal Payments |                                                        | AUDITED<br>FY 14      | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------------|--------------------------------------------------------|-----------------------|------------------|-----------------------------|--------------------------------|------------------|
| 6107                                      | Lease Purchase Principal Payments:<br>2009 Fleet Lease | 699,373               | 0                | 0                           | 0                              | 0                |
| 6133                                      | 2007 School Lease                                      | 0                     | 0                | 0                           | 0                              | 0                |
| 6135                                      | 2007 College Lease                                     | 0                     | 0                | 0                           | 0                              | 0                |
| TOTAL PRINCIPAL PAYMENTS                  |                                                        | <u>699,373</u>        | <u>0</u>         | <u>0</u>                    | <u>0</u>                       | <u>0</u>         |
| Lease Finance - 666110 Interest Payments  |                                                        | ENACTED<br>FY 14      | ENACTED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
| 6207                                      | Lease Purchase Interest Payments:<br>2009 Fleet Lease  | 16,413                | 0                | 0                           | 0                              | 0                |
| 6233                                      | 2007 School Lease                                      | 0                     | 0                | 0                           | 0                              | 0                |
| 6235                                      | 2007 College Lease                                     | 0                     | 0                | 0                           | 0                              | 0                |
| TOTAL INTEREST PAYMENTS                   |                                                        | <u>16,413</u>         | <u>0</u>         | <u>0</u>                    | <u>0</u>                       | <u>0</u>         |
| TOTAL LEASE FINANCE PAYMENTS              |                                                        | <u><u>715,786</u></u> | <u><u>0</u></u>  | <u><u>0</u></u>             | <u><u>0</u></u>                | <u><u>0</u></u>  |

**DEPARTMENT: DEBT SERVICE - HIGHWAY**  
**DIVISION: Lease Finance - 665250 Principal**  
**Lease Finance - 666250 Interest**

Funds are budgeted to these accounts to pay principal and interest on short-term financing through lease/purchase or other methods of financing.

Principal and the funding of interest for Lease Finance agreements are in two separate divisions as it is with all other types of debt service payments.

The final principal and interest payments will be completed during FY 14.

| Lease Finance - 665250 Principal Payments |                                    | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | PROPOSED<br>BUDGET<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------------|------------------------------------|------------------|------------------|-----------------------------|-----------------------------|------------------|
| 6107                                      | Lease Purchase Principal Payments: | 595,211          | 0                | 0                           | 0                           | 0                |
| <b>TOTAL PRINCIPAL PAYMENTS</b>           |                                    | <b>595,211</b>   | <b>0</b>         | <b>0</b>                    | <b>0</b>                    | <b>0</b>         |
| Lease Finance - 666250 Interest Payments  |                                    | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | PROPOSED<br>BUDGET<br>FY 17 | ENACTED<br>FY 17 |
| 6207                                      | Lease Purchase Interest Payments:  | 13,968           | 0                | 0                           | 0                           | 0                |
| <b>TOTAL INTEREST PAYMENTS</b>            |                                    | <b>13,968</b>    | <b>0</b>         | <b>0</b>                    | <b>0</b>                    | <b>0</b>         |
| <b>TOTAL LEASE FINANCE PAYMENTS</b>       |                                    | <b>609,179</b>   | <b>0</b>         | <b>0</b>                    | <b>0</b>                    | <b>0</b>         |

**DEPARTMENT: DEBT SERVICE - WATER & SEWER****DIVISION: Lease Finance - 665530 Principal****Lease Finance - 666530 Interest**

Funds are budgeted to these accounts to pay principal and interest on short-term financing through lease/purchase or other methods of financing.

Principal and the funding of interest for Lease Finance agreements are in two separate divisions as it is with all other types of debt service payments.

The final debt service payments will be completed during FY 14.

| Lease Finance - 665530 Principal Payments |                                                        | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | PROPOSED<br>BUDGET<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------------|--------------------------------------------------------|------------------|------------------|-----------------------------|-----------------------------|------------------|
| 6136                                      | Lease Purchase Principal Payments:<br>2009 Fleet Lease | 193,444          | 0                | 0                           | 0                           | 0                |
| TOTAL PRINCIPAL PAYMENTS                  |                                                        | 193,444          | 0                | 0                           | 0                           | 0                |
| Lease Finance - 666530 Interest Payments  |                                                        | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | PROPOSED<br>BUDGET<br>FY 17 | ENACTED<br>FY 17 |
| 6236                                      | Lease Purchase Interest Payments:<br>2009 Fleet Lease  | 4,540            | 0                | 0                           | 0                           | 0                |
| TOTAL INTEREST PAYMENTS                   |                                                        | 4,540            | 0                | 0                           | 0                           | 0                |
| TOTAL LEASE FINANCE PAYMENTS              |                                                        | 197,984          | 0                | 0                           | 0                           | 0                |



**DEPARTMENT: DEBT SERVICE - SOLID WASTE SERVICES****DIVISION:****Lease Finance - 661550 and 665550 Principal****Lease Finance - 662550 and 666550 Interest**

The Northeast Maryland Waste Disposal Authority (NMWDA) will issue bonds and purchase the Waste To Energy Plant on behalf of the County, with the County responsible for payment of the bonded debt. This debt service was appropriated as Principal and Interest payments in the County's FY 03 Operating Budget and included at estimated amounts, as the contract was not yet finalized. After review by the County's outside auditors, it was determined that Lease Purchase payments were a more suited method of appropriating and accounting for this expense. Therefore, starting in FY 04 this debt service is included as Lease Purchase Principal and Interest, and funding levels have been adjusted based on the contract. The final debt payments will be completed in FY 14.

|                                         | AUDITED<br>FY 14        | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | PROPOSED<br>BUDGET<br>FY 17 | ENACTED<br>FY 17 |
|-----------------------------------------|-------------------------|------------------|-----------------------------|-----------------------------|------------------|
| 6117 Lease Purchase Principal Payments: | <u>1,470,000</u>        | <u>0</u>         | <u>0</u>                    | <u>0</u>                    | <u>0</u>         |
| <b>TOTAL PRINCIPAL PAYMENTS</b>         | <u><b>1,470,000</b></u> | <u><b>0</b></u>  | <u><b>0</b></u>             | <u><b>0</b></u>             | <u><b>0</b></u>  |
|                                         |                         |                  |                             |                             |                  |
|                                         | AUDITED<br>FY 14        | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | PROPOSED<br>BUDGET<br>FY 17 | ENACTED<br>FY 17 |
| 6217 Lease Purchase Interest Payments:  | <u>98,950</u>           | <u>0</u>         | <u>0</u>                    | <u>0</u>                    | <u>0</u>         |
| <b>TOTAL INTEREST PAYMENTS</b>          | <u><b>98,950</b></u>    | <u><b>0</b></u>  | <u><b>0</b></u>             | <u><b>0</b></u>             | <u><b>0</b></u>  |
| <b>TOTAL LEASE FINANCE PAYMENTS</b>     | <u><b>1,568,950</b></u> | <u><b>0</b></u>  | <u><b>0</b></u>             | <u><b>0</b></u>             | <u><b>0</b></u>  |

## DEPARTMENT: DEBT SERVICE

### DIVISION: Service Costs - 664110 General Fund

These appropriations cover service costs that are associated with short and long-term debt. Charges here include bank trustee fees, auditing fees, and amortization of issuance fees for bond sales.

|                                                    | AUDITED<br>FY 14      | AUDITED<br>FY 15      | ORIGINAL<br>BUDGET<br>FY 16 | PROPOSED<br>BUDGET<br>FY 17 | ENACTED<br>FY 17      |
|----------------------------------------------------|-----------------------|-----------------------|-----------------------------|-----------------------------|-----------------------|
| <b>GENERAL FUND</b>                                |                       |                       |                             |                             |                       |
| CONTRACTUAL SERVICES:                              |                       |                       |                             |                             |                       |
| 2602 Legal Services                                | 18,160                | 30,638                | 30,000                      | 30,000                      | 30,000                |
| 2603 Management Services                           | 0                     | 0                     | 5,000                       | 0                           | 0                     |
| 2699 Other Professional Services (Bank Fees, etc.) | 9,021                 | 14,337                | 5,000                       | 10,000                      | 10,000                |
| TOTAL CONTRACTUAL SERVICES                         | <u>27,181</u>         | <u>44,975</u>         | <u>40,000</u>               | <u>40,000</u>               | <u>40,000</u>         |
| DEBT SERVICE:                                      |                       |                       |                             |                             |                       |
| 6303 Costs of Issuance                             | <u>204,040</u>        | <u>577,260</u>        | <u>600,000</u>              | <u>600,000</u>              | <u>600,000</u>        |
| <b>TOTAL GENERAL FUND SERVICE COSTS</b>            | <u><u>231,221</u></u> | <u><u>622,235</u></u> | <u><u>640,000</u></u>       | <u><u>640,000</u></u>       | <u><u>640,000</u></u> |

## DEPARTMENT: DEBT SERVICE

### DIVISION: Service Costs - 664250 Highways Fund

|                                          | AUDITED<br>FY 14     | AUDITED<br>FY 15     | ORIGINAL<br>BUDGET<br>FY 16 | PROPOSED<br>BUDGET<br>FY 17 | ENACTED<br>FY 17     |
|------------------------------------------|----------------------|----------------------|-----------------------------|-----------------------------|----------------------|
| <b>HIGHWAYS FUND</b>                     |                      |                      |                             |                             |                      |
| CONTRACTUAL SERVICES:                    |                      |                      |                             |                             |                      |
| 2699 Other Professional Services         | <u>105</u>           | <u>271</u>           | <u>2,000</u>                | <u>2,000</u>                | <u>2,000</u>         |
| DEBT SERVICE:                            |                      |                      |                             |                             |                      |
| 6303 Costs of Issuance                   | <u>23,487</u>        | <u>28,037</u>        | <u>28,000</u>               | <u>28,000</u>               | <u>28,000</u>        |
| <b>TOTAL HIGHWAYS FUND SERVICE COSTS</b> | <u><b>23,592</b></u> | <u><b>28,308</b></u> | <u><b>30,000</b></u>        | <u><b>30,000</b></u>        | <u><b>30,000</b></u> |

## DEPARTMENT: DEBT SERVICE

### DIVISION: Service Costs - 664270 AG Preservation - County

|                                                   | AUDITED<br>FY 14     | AUDITED<br>FY 15     | ORIGINAL<br>BUDGET<br>FY 16 | PROPOSED<br>BUDGET<br>FY 17 | ENACTED<br>FY 17     |
|---------------------------------------------------|----------------------|----------------------|-----------------------------|-----------------------------|----------------------|
| <b>AG PRESERVATION - COUNTY</b>                   |                      |                      |                             |                             |                      |
| CONTRACTUAL SERVICES:                             |                      |                      |                             |                             |                      |
| 2602 Legal Services                               | 17,117               | 36,433               | 30,000                      | 40,000                      | 40,000               |
| 2604 Financial / Audit                            | <u>616</u>           | <u>0</u>             | <u>0</u>                    | <u>0</u>                    | <u>0</u>             |
| DEBT SERVICE:                                     |                      |                      |                             |                             |                      |
| 6303 Costs of Issuance                            | <u>4,064</u>         | <u>23,961</u>        | <u>30,000</u>               | <u>29,800</u>               | <u>29,800</u>        |
| <b>TOTAL AG PRESERVATION-COUNTY SERVICE COSTS</b> | <u><b>21,797</b></u> | <u><b>60,394</b></u> | <u><b>60,000</b></u>        | <u><b>69,800</b></u>        | <u><b>69,800</b></u> |

## DEPARTMENT: DEBT SERVICE

### DIVISION: Service Costs - 664290 Stormwater Management Fund

|                                          | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | PROPOSED<br>BUDGET<br>FY 17 | ENACTED<br>FY 17     |
|------------------------------------------|------------------|------------------|-----------------------------|-----------------------------|----------------------|
| TAX INCREMENT FINANCING                  |                  |                  |                             |                             |                      |
| DEBT SERVICE:                            |                  |                  |                             |                             |                      |
| 6303 Costs of Issuance                   | <u>0</u>         | <u>0</u>         | <u>0</u>                    | <u>25,000</u>               | <u>25,000</u>        |
| <br>                                     |                  |                  |                             |                             |                      |
| TOTAL STORMWATER MANGAMENT SERVICE COSTS | <u><u>0</u></u>  | <u><u>0</u></u>  | <u><u>0</u></u>             | <u><u>25,000</u></u>        | <u><u>25,000</u></u> |

## DEPARTMENT: DEBT SERVICE

### DIVISION: Service Costs - 664310 Tax Increment Financing

|                                             |                   |        |  | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | PROPOSED<br>BUDGET<br>FY 17 | ENACTED<br>FY 17 |
|---------------------------------------------|-------------------|--------|--|------------------|------------------|-----------------------------|-----------------------------|------------------|
| TAX INCREMENT FINANCING                     |                   |        |  |                  |                  |                             |                             |                  |
| DEBT SERVICE:                               |                   |        |  |                  |                  |                             |                             |                  |
| 6303                                        | Costs of Issuance |        |  | 10,813           | 18,478           | 50,000                      | 50,000                      | 50,000           |
|                                             | Beech Creek       | 50,000 |  |                  |                  |                             |                             |                  |
| TOTAL TAX INCREMENT FINANCING SERVICE COSTS |                   |        |  | 10,813           | 18,478           | 50,000                      | 50,000                      | 50,000           |

## DEPARTMENT: DEBT SERVICE

### DIVISION: Service Costs - 664530 Water & Sewer Debt Service

|                                                    | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | PROPOSED<br>BUDGET<br>FY 17 | ENACTED<br>FY 17 |
|----------------------------------------------------|------------------|------------------|-----------------------------|-----------------------------|------------------|
| <b>WATER &amp; SEWER DEBT SERVICE</b>              |                  |                  |                             |                             |                  |
| CONTRACTUAL SERVICES:                              |                  |                  |                             |                             |                  |
| 2602 Legal Services                                | 0                | 338              | 6,000                       | 6,000                       | 6,000            |
| 2603 Management Services                           | 59,835           | 59,835           | 60,000                      | 60,000                      | 60,000           |
| 2699 Other Professional Services (Bank Fees, etc.) | 2,300            | 2,720            | 4,000                       | 4,000                       | 4,000            |
| TOTAL CONTRACTUAL SERVICES                         | 62,135           | 62,893           | 70,000                      | 70,000                      | 70,000           |
| DEBT SERVICE:                                      |                  |                  |                             |                             |                  |
| 6303 Costs of Issuance                             | 47,742           | 88,131           | 300,000                     | 300,000                     | 300,000          |
| <b>TOTAL WATER &amp; SEWER DEBT SERVICE COSTS</b>  | 109,877          | 151,024          | 370,000                     | 370,000                     | 370,000          |
| <b>TOTAL ALL FUNDS SERVICE COSTS</b>               | 397,300          | 880,439          | 1,150,000                   | 1,184,800                   | 1,184,800        |

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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 \$25,000 deductible for physical damage to County owned vehicles.

### ALL FUND SUMMARY:

|                                     |                      | AUDITED<br>FY 14        | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17      |
|-------------------------------------|----------------------|-------------------------|------------------|-----------------------------|--------------------------------|-----------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                      |                         |                  |                             |                                |                       |
| 20                                  | CONTRACTUAL SERVICES | 1,627,698               | 0                | 0                           | 655,093                        | 655,093               |
|                                     | <b>GRAND TOTAL</b>   | <b><u>1,627,698</u></b> | <b><u>0</u></b>  | <b><u>0</u></b>             | <b><u>655,093</u></b>          | <b><u>655,093</u></b> |

## INSURANCE

### ALL FUND SUMMARY:

|                                |                    | AUDITED<br>FY 14        | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17      |
|--------------------------------|--------------------|-------------------------|------------------|-----------------------------|--------------------------------|-----------------------|
| <b><u>SUMMARY BY FUND:</u></b> |                    |                         |                  |                             |                                |                       |
| 11                             | GENERAL            | 1,010,872               | 0                | 0                           | 471,846                        | 471,846               |
| 25                             | HIGHWAYS           | 364,742                 | 0                | 0                           | 107,286                        | 107,286               |
| 51                             | WATER AND SEWER    | 252,084                 | 0                | 0                           | 75,961                         | 75,961                |
|                                | <b>GRAND TOTAL</b> | <b><u>1,627,698</u></b> | <b><u>0</u></b>  | <b><u>0</u></b>             | <b><u>655,093</u></b>          | <b><u>655,093</u></b> |

### **SUMMARY BY DIVISION:**

|        |                           |                         |                 |                 |                       |                       |
|--------|---------------------------|-------------------------|-----------------|-----------------|-----------------------|-----------------------|
| 671110 | GENERAL FUND INSURANCE    | 1,010,872               | 0               | 0               | 471,846               | 471,846               |
| 671250 | HIGHWAYS INSURANCE        | 364,742                 | 0               | 0               | 107,286               | 107,286               |
| 671510 | WATER AND SEWER INSURANCE | 252,084                 | 0               | 0               | 75,961                | 75,961                |
|        | <b>GRAND TOTAL</b>        | <b><u>1,627,698</u></b> | <b><u>0</u></b> | <b><u>0</u></b> | <b><u>655,093</u></b> | <b><u>655,093</u></b> |

### NOTE:

FY 17 funds are appropriated for the first time since FY 2014 to replenish the Self-Insurance Fund.

## INSURANCE

|                                                   | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|---------------------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b>GENERAL FUND INSURANCE</b>                     |                  |                  |                             |                                |                  |
| <b>INDEX # 671110</b>                             |                  |                  |                             |                                |                  |
| 2599 Other Insurance                              | 1,010,872        | 0                | 0                           | 471,846                        | 471,846          |
| <b>HIGHWAYS FUND INSURANCE</b>                    |                  |                  |                             |                                |                  |
| <b>INDEX # 671250</b>                             |                  |                  |                             |                                |                  |
| 2599 Other Insurance                              | 364,742          | 0                | 0                           | 107,286                        | 107,286          |
| <b>WATER &amp; SEWER OPERATING FUND INSURANCE</b> |                  |                  |                             |                                |                  |
| <b>INDEX # 671510</b>                             |                  |                  |                             |                                |                  |
| 2599 Other Insurance                              | 252,084          | 0                | 0                           | 75,961                         | 75,961           |
| <b>TOTAL OTHER INSURANCE</b>                      | <b>1,627,698</b> | <b>0</b>         | <b>0</b>                    | <b>655,093</b>                 | <b>655,093</b>   |

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## BENEFITS

### ORIGIN/PURPOSE:

This budget represents the share of expenses within the General Fund, Highways Fund, Water and Sewer Fund and Solid Waste Services to provide the following benefits to Harford County Government employees:

### PENSIONS

To provide for payment of unfunded past service liability costs to the State Retirement and Pension Plans and for the Volunteer Fire Pension System. The County joined the new State Pension System for County employees July 1, 1999.

During Fiscal Year 1983-84, the County and the three municipalities reached an agreement with the Harford County Liquor Board to pay the unfunded accrued liability on the Liquor Board's behalf over the next 38 years. Harford County's share of the liability is \$6,500 per year.

The Volunteer Firemen's Pension Trust (LOSAP) Fund was created January 31, 1975 by County legislative action and funded in 1981. Biannually the County has an analysis prepared on the status of the Volunteer Firemen's Pension Fund. On January 28, 2008, the County Council of Harford County enacted, as amended, Bill No. 07-46. This legislation lowered the age of eligibility for monthly Length of Service Award Program (LOSAP) pension benefits from 60 to 55 years, increased the burial benefit for qualified volunteers from \$1,000 to \$5,000 and allows the spouse, beneficiary or the estate of the volunteer to collect the death benefit. In addition, the legislation added that members with 25 years of service must have five continuous years of service to receive monthly benefits, and members who are 70 years or older with less than 25 years of service must have a minimum of 10 years of service of which five years are continuous to receive benefits. In order for a spouse to receive 50% benefits following the death of a member, the member must have a minimum of 25 years of service at the time of their death.

### UNEMPLOYMENT INSURANCE

The mandated cost to County government to pay those employees, deemed eligible, who have terminated County service and who have filed for unemployment compensation.

## **BENEFITS**

### **EMPLOYEE TUITION REIMBURSEMENT**

Contingent upon availability of funds, full-time classified employees are eligible for reimbursement for educational courses related to advancement for their education in pursuit of a work-related degree.

### **DEATH BENEFIT**

At the death of a County employee, his or her beneficiary will receive four weeks pay, one-half of unused sick leave, and all annual leave as provided by applicable personnel law.

### **RETIREE'S HEALTH BENEFITS PROGRAM**

Employees who retire from active service with Harford County Government are eligible for this program. Employees must retire with pension benefits under the State Retirement Agency or the Sheriff's Office Pension Plan. Under this program, the employee will receive a subsidy based on the number of creditable service years with their pension system; however, the employee must have a minimum of twenty (20) continuous years of service with Harford County Government and/or its covered agencies. The subsidy is doubled in the case of an employee who elects coverage for their spouse as long as that spouse is currently enrolled in our benefits program.

### **LIFE INSURANCE FOR RETIRED EMPLOYEES**

Premiums for employees who retired prior to September 30, 1990.

## BENEFITS

### ALL FUND SUMMARY:

|                                     |                      | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-------------------------------------|----------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b><u>SUMMARY BY CHARACTER:</u></b> |                      |                  |                  |                             |                                |                  |
| 10                                  | PERSONNEL SERVICES   | 2,480,000        | 2,319,379        | 2,804,681                   | 2,699,913                      | 2,699,913        |
| 20                                  | CONTRACTUAL SERVICES | 3,888,731        | 5,308,925        | 6,471,444                   | 6,853,391                      | 6,853,391        |
|                                     | <b>GRAND TOTAL</b>   | <b>6,368,731</b> | <b>7,628,304</b> | <b>9,276,125</b>            | <b>9,553,304</b>               | <b>9,553,304</b> |

### **SUMMARY BY FUND:**

|    |                    |                  |                  |                  |                  |                  |
|----|--------------------|------------------|------------------|------------------|------------------|------------------|
| 11 | GENERAL            | 4,751,859        | 5,740,468        | 7,014,847        | 7,419,610        | 7,419,610        |
| 25 | HIGHWAYS           | 1,184,832        | 1,326,233        | 1,551,986        | 1,428,883        | 1,428,883        |
| 51 | WATER AND SEWER    | 432,040          | 561,603          | 709,292          | 704,811          | 704,811          |
|    | <b>GRAND TOTAL</b> | <b>6,368,731</b> | <b>7,628,304</b> | <b>9,276,125</b> | <b>9,553,304</b> | <b>9,553,304</b> |

### **SUMMARY BY DIVISION:**

|        |                          |                  |                  |                  |                  |                  |
|--------|--------------------------|------------------|------------------|------------------|------------------|------------------|
| 681110 | GENERAL FUND BENEFITS    | 4,751,859        | 5,740,468        | 7,014,847        | 7,419,610        | 7,419,610        |
| 681250 | HIGHWAYS BENEFITS        | 1,184,832        | 1,326,233        | 1,551,986        | 1,428,883        | 1,428,883        |
| 681510 | WATER AND SEWER BENEFITS | 432,040          | 561,603          | 709,292          | 704,811          | 704,811          |
|        | <b>GRAND TOTAL</b>       | <b>6,368,731</b> | <b>7,628,304</b> | <b>9,276,125</b> | <b>9,553,304</b> | <b>9,553,304</b> |

**DEPARTMENT: BENEFITS****DIVISION: BENEFITS****INDEX: 681110**

|                                                                                                                                | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|--------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b>GENERAL FUND BENEFITS<br/>INDEX # 681110</b>                                                                                |                  |                  |                             |                                |                  |
| 1202 Pension (New)                                                                                                             | 134,943          | 0                | 640,167                     | 672,175                        | 672,175          |
| 1203 Firemen's Pension<br>Per actuarial and Treasurer's adjustments                                                            | 1,934,886        | 2,030,844        | 1,912,843                   | 1,767,558                      | 1,767,558        |
| 1299 Other<br>Unfunded past service liability costs<br>for Liquor Board employees in the<br>State Retirement and Pension Plans | 5,786            | 5,786            | 6,500                       | 6,500                          | 6,500            |
| 1301 Workers' Compensation                                                                                                     | 198,000          | 75,000           | 75,000                      | 75,000                         | 75,000           |
| 1399 Other Health Insurance                                                                                                    | 42,804           | 143,438          | 0                           | 0                              | 0                |
| 2505 Unemployment Insurance                                                                                                    | 55,707           | 56,143           | 48,960                      | 48,960                         | 48,960           |
| 2507 Death Benefits                                                                                                            | 6,847            | 6,331            | 20,000                      | 20,000                         | 20,000           |
| 2514 Retiree's Insurance<br>Per actuarial                                                                                      | 2,372,886        | 3,191,870        | 4,140,354                   | 4,737,187                      | 4,737,187        |
| 2599 Other Insurance                                                                                                           | 0                | 231,056          | 162,677                     | 79,000                         | 79,000           |
| 2601 Medical Services                                                                                                          | 0                | 0                | 8,346                       | 13,230                         | 13,230           |
| TOTAL INDEX                                                                                                                    | 4,751,859        | 5,740,468        | 7,014,847                   | 7,419,610                      | 7,419,610        |



# DEPARTMENT: BENEFITS

## DIVISION: BENEFITS

INDEX: 681250, 681510

|                                                                                             | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ENACTED<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|---------------------------------------------------------------------------------------------|------------------|------------------|------------------|--------------------------------|------------------|
| <b>HIGHWAYS FUND BENEFITS</b><br><b>INDEX # 681250</b>                                      |                  |                  |                  |                                |                  |
| 1202 Pension (New)                                                                          | 26,665           | 0                | 89,137           | 85,086                         | 85,086           |
| 1301 Workers' Compensation                                                                  | 54,000           | 0                | 0                | 0                              | 0                |
| 1399 Other Health Insurance<br>Health Care Consortium Call<br>No funding required for FY 15 | 6,059            | 37,739           | 0                | 0                              | 0                |
| 2505 Unemployment Insurance                                                                 | 8,727            | 2,616            | 20,000           | 20,000                         | 20,000           |
| 2507 Death Benefits                                                                         | 0                | 0                | 2,000            | 2,000                          | 2,000            |
| 2514 Retiree's Insurance<br>Per actuarial                                                   | 1,089,381        | 1,254,677        | 1,417,036        | 1,307,633                      | 1,307,633        |
| 2599 Other Insurance                                                                        |                  | 31,201           | 22,651           | 12,954                         | 12,954           |
| 2601 Medical Services                                                                       |                  | 0                | 1,162            | 1,210                          | 1,210            |
| TOTAL INDEX                                                                                 | 1,184,832        | 1,326,233        | 1,551,986        | 1,428,883                      | 1,428,883        |
| <b>WATER &amp; SEWER FUND BENEFITS</b><br><b>INDEX # 681510</b>                             |                  |                  |                  |                                |                  |
| 1202 Pension (New)                                                                          | 23,350           | 0                | 81,034           | 93,594                         | 93,594           |
| 1301 Workers' Compensation                                                                  | 48,000           | 0                | 0                | 0                              | 0                |
| 1399 Other Health Insurance<br>Health Care Consortium Call<br>No funding required for FY 15 | 5,507            | 26,572           | 0                | 0                              | 0                |
| 2505 Unemployment Insurance                                                                 | 5,450            | 2,633            | 9,000            | 9,000                          | 9,000            |
| 2507 Death Benefits                                                                         | 0                | 0                | 2,000            | 2,000                          | 2,000            |
| 2514 Retiree's Insurance<br>Per actuarial                                                   | 349,733          | 501,453          | 595,610          | 586,180                        | 586,180          |
| 2599 Other Insurance                                                                        | 0                | 30,945           | 20,592           | 12,937                         | 12,937           |
| 2601 Medical Services                                                                       | 0                | 0                | 1,056            | 1,100                          | 1,100            |
| TOTAL INDEX                                                                                 | 432,040          | 561,603          | 709,292          | 704,811                        | 704,811          |

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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 17 are allocated to the following budgets: General Fund, Highways Fund, Parks and Recreation Special Revenue and Water and Sewer.

The General Fund Paygo account also includes funding allocations for Closure Reserve and Rural Legacy Program.

Closure Reserve is a set aside account, required by Governmental Accounting Standards Board (GASB) Statement No. 18, which requires the County to measure and recognize a portion of closure and post closure costs during each accounting period based on landfill capacity as of each balance sheet date.

Rural Legacy Program is a State funded program, under which various properties were approved through the application process for purchase of easement rights. These funds are furnished by the County to cover legal costs toward settlements. The State program does not allow for this administrative expense.

### ALL FUND SUMMARY:

|    |                                     | AUDITED<br>FY 14         | AUDITED<br>FY 15         | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17         |
|----|-------------------------------------|--------------------------|--------------------------|-----------------------------|--------------------------------|--------------------------|
|    | <b><u>SUMMARY BY CHARACTER:</u></b> |                          |                          |                             |                                |                          |
| 70 | MISCELLANEOUS                       | 32,335,076               | 18,321,680               | 17,887,500                  | 16,265,799                     | 16,265,799               |
|    | <b>GRAND TOTAL</b>                  | <b><u>32,335,076</u></b> | <b><u>18,321,680</u></b> | <b><u>17,887,500</u></b>    | <b><u>16,265,799</u></b>       | <b><u>16,265,799</u></b> |

## PAYGO

### ALL FUND SUMMARY:

|                                |                                    | AUDITED<br>FY 14         | AUDITED<br>FY 15         | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17         |
|--------------------------------|------------------------------------|--------------------------|--------------------------|-----------------------------|--------------------------------|--------------------------|
| <b><u>SUMMARY BY FUND:</u></b> |                                    |                          |                          |                             |                                |                          |
| 11                             | GENERAL                            | 17,480,864               | 5,346,991                | 8,605,000                   | 5,951,575                      | 5,951,575                |
| 25                             | HIGHWAYS                           | 9,480,762                | 7,000,000                | 7,256,250                   | 8,162,603                      | 8,162,603                |
| 26                             | PARKS & RECREATION SPECIAL REVENUE | 0                        | 150,000                  | 130,000                     | 150,000                        | 150,000                  |
| 29                             | STORMWATER MANAGEMENT              | 0                        | 0                        | 0                           | 200,000                        | 200,000                  |
| 51                             | WATER AND SEWER OPERATING          | 5,373,450                | 6,160,000                | 1,896,250                   | 1,801,621                      | 1,801,621                |
| <b>GRAND TOTAL</b>             |                                    | <b><u>32,335,076</u></b> | <b><u>18,656,991</u></b> | <b><u>17,887,500</u></b>    | <b><u>16,265,799</u></b>       | <b><u>16,265,799</u></b> |

### **SUMMARY BY DIVISION:**

|                    |                                            |                          |                          |                          |                          |                          |
|--------------------|--------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 705110             | PAYGO GENERAL FUND                         | 17,201,062               | 5,011,680                | 8,555,000                | 5,901,575                | 5,901,575                |
| 705110             | PAYGO GENERAL FUND - STORMWATER MGT. GRANT | 279,802                  | 335,311                  | 0                        | 0                        | 0                        |
| 705110             | PAYGO GENERAL FUND - RURAL LEGACY          | 0                        | 0                        | 50,000                   | 50,000                   | 50,000                   |
| 705250             | PAYGO HIGHWAYS                             | 9,480,762                | 7,000,000                | 7,256,250                | 8,162,603                | 8,162,603                |
| 705260             | PAYGO PARKS & RECREATION-SPECIAL REVENUE   | 0                        | 150,000                  | 130,000                  | 150,000                  | 150,000                  |
| 705290             | PAYGO STORMWATER MANAGEMENT FUND           | 0                        | 0                        | 0                        | 200,000                  | 200,000                  |
| 705510             | PAYGO WATER AND SEWER                      | 5,373,450                | 6,160,000                | 1,896,250                | 1,801,621                | 1,801,621                |
| <b>GRAND TOTAL</b> |                                            | <b><u>32,335,076</u></b> | <b><u>18,656,991</u></b> | <b><u>17,887,500</u></b> | <b><u>16,265,799</u></b> | <b><u>16,265,799</u></b> |

**DEPARTMENT: PAYGO**  
**DIVISION: PAYGO GENERAL FUND**  
**Index No. 705110**

|                                         | AUDITED<br>FY 14  | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-----------------------------------------|-------------------|------------------|-----------------------------|--------------------------------|------------------|
| 7601 CAPITAL IMPROVEMENTS               | 17,201,062        | 5,011,680        | 8,555,000                   | 5,751,575                      | 5,751,575        |
| 7607 CAPITAL IMPROVEMENTS - HOTEL TAX   | 0                 | 0                | 0                           | 150,000                        | 150,000          |
| <b>TOTAL PAYGO CAPITAL IMPROVEMENTS</b> | <b>17,201,062</b> | <b>5,011,680</b> | <b>8,555,000</b>            | <b>5,901,575</b>               | <b>5,901,575</b> |

For FY 17, General Fund Paygo funds amounting to \$5,901,575, will provide for the following capital projects:

**GENERAL:**

|                                              |                  |
|----------------------------------------------|------------------|
| Aberdeen Library Roof and Windows            | 194,000          |
| Bel Air Parking Garage                       | 51,556           |
| Fleet Replacement                            | 1,500,000        |
| Infrastructure Efficiency Capital Investment | 25,000           |
| Refresh Program                              | 150,000          |
| Safeguarding Business Operations             | 604,071          |
| Underground & Aboveground Storage Tank Mgt.  | 310,000          |
| <b>Total General Projects</b>                | <b>2,834,627</b> |

**PUBLIC SAFETY:**

|                                             |                |
|---------------------------------------------|----------------|
| Public Safety Communication in School Bldgs | 100,000        |
| SCBA Replacement                            | 250,000        |
| VFC Facility Repair                         | 400,000        |
| <b>Total Public Safety Projects</b>         | <b>750,000</b> |

**BOARD OF EDUCATION:**

|                                          |                  |
|------------------------------------------|------------------|
| Joppatowne Elementary School             | 16,948           |
| Replacement Buses                        | 1,000,000        |
| <b>Total Board of Education Projects</b> | <b>1,016,948</b> |

**SOLID WASTE SERVICES:**

|                                                        |                  |
|--------------------------------------------------------|------------------|
| Scarboro Landfill Groundwater Treatment Plant Upgrades | 100,000          |
| Waste-to-Energy Facility Closure                       | 1,000,000        |
| <b>Total Solid Waste Services Projects</b>             | <b>1,100,000</b> |

**PARKS AND RECREATION:**

|                                                              |                |
|--------------------------------------------------------------|----------------|
| Cedar Lane Sports Complex Improvements - (Hotel Tax Revenue) | 150,000        |
| <b>Total Parks and Recreation Projects</b>                   | <b>150,000</b> |

**LIBRARIES:**

|                                 |               |
|---------------------------------|---------------|
| Technology                      | 50,000        |
| <b>Total Libraries Projects</b> | <b>50,000</b> |

**DEPARTMENT: PAYGO**

**DIVISION: PAYGO GENERAL FUND - CLOSURE RESERVE AND RURAL LEGACY PROGRAM**

**Index No. 705110**

|                                          | <b>AUDITED<br/>FY 14</b> | <b>AUDITED<br/>FY 15</b> | <b>ORIGINAL<br/>BUDGET<br/>FY 16</b> | <b>EXECUTIVE<br/>PROPOSED<br/>FY 17</b> | <b>ENACTED<br/>FY 17</b> |
|------------------------------------------|--------------------------|--------------------------|--------------------------------------|-----------------------------------------|--------------------------|
| <b>7799 OTHER - RURAL LEGACY PROGRAM</b> | <b>0</b>                 | <b>0</b>                 | <b>50,000</b>                        | <b>50,000</b>                           | <b>50,000</b>            |

For FY 17 an allocation of \$50,000 is appropriated for the Rural Legacy Program administrative expenses and no allocation is provided for Closure Reserve.

**DEPARTMENT: PAYGO**

**DIVISION: PAYGO HIGHWAYS FUND**

**Index No. 705250**

|                                  | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|----------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b>7601 CAPITAL IMPROVEMENTS</b> | <b>9,480,762</b> | <b>7,000,000</b> | <b>7,256,250</b>            | <b>8,162,603</b>               | <b>8,162,603</b> |

For FY 17 Highways Fund Paygo funds amounting to \$8,162,603, will provide for the following capital projects:

**BRIDGES:**

|                               |                |
|-------------------------------|----------------|
| Bridge and Road Scour Repairs | 200,000        |
| Culvert Rehabilitation        | 225,000        |
| <b>Total Bridges Projects</b> | <b>425,000</b> |

**OTHER:**

|                                  |                  |
|----------------------------------|------------------|
| APG Gate PILOT                   | 230,603          |
| Fleet Replacement                | 1,700,000        |
| Refresh Program                  | 42,500           |
| Safeguarding Business Operations | 250,000          |
| Sidewalks and Handicapped Ramps  | 50,000           |
| <b>Total Other Projects</b>      | <b>2,273,103</b> |

**RESURFACING:**

|                                   |                  |
|-----------------------------------|------------------|
| Resurfacing Roadways              | 4,889,500        |
| <b>Total Resurfacing Projects</b> | <b>4,889,500</b> |

**ROADWAYS:**

|                                |                |
|--------------------------------|----------------|
| Drainage Improvements          | 200,000        |
| Guardrails                     | 100,000        |
| Intersection Improvements      | 200,000        |
| Stormdrain Replacement         | 75,000         |
| <b>Total Roadways Projects</b> | <b>575,000</b> |

**DEPARTMENT: PAYGO**

**DIVISION: PARKS & RECREATION SPECIAL REVENUE FUND**

**Index No. 705260**

|                           | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|---------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| 7601 CAPITAL IMPROVEMENTS | 0                | 150,000          | 130,000                     | 150,000                        | 150,000          |

For FY 17, Parks and Recreation Special Revenue Fund has one Paygo project - Swan Harbor Farm Improvements.



**DEPARTMENT: PAYGO**

**DIVISION: STORMWATER MANAGEMENT FUND**

**Index No. 705290**

|                                  | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|----------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b>7601 CAPITAL IMPROVEMENTS</b> | <b>0</b>         | <b>0</b>         | <b>0</b>                    | <b>200,000</b>                 | <b>200,000</b>   |

For FY 17, Stormwater Management Fund has two Paygo projects:

|                                 |         |
|---------------------------------|---------|
| Maintenance/Repair of Dams      | 100,000 |
| Stormwater Pollution Prevention | 100,000 |

**DEPARTMENT: PAYGO**

**DIVISION: WATER & SEWER FUND**

**Index No. 705510**

|                           | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|---------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| 7601 CAPITAL IMPROVEMENTS | 5,373,450        | 6,160,000        | 1,896,250                   | 1,801,621                      | 1,801,621        |

For FY 17, Water and Sewer Fund Paygo funds amounting to \$1,801,621, will provide for the following capital projects:

**WATER PROJECTS:**

|                                  |                  |
|----------------------------------|------------------|
| Fleet Replacement                | 266,621          |
| Refresh Program                  | 45,000           |
| Safeguarding Business Operations | 250,000          |
| Tank Painting FY 17              | 800,000          |
| <b>Total Water Projects</b>      | <b>1,361,621</b> |

**SEWER PROJECTS:**

|                                                |                |
|------------------------------------------------|----------------|
| Bynum Ridge Replacement Sewer                  | 40,000         |
| Ring Factory ES and Fairwind Farms Abandonment | 400,000        |
| <b>Total Sewer Projects</b>                    | <b>440,000</b> |

## 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 17 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 17.

#### **Other Government Agencies**

Funding is provided for the operating expenses of the Humane Society. Funds were previously budgeted under the Department of Licenses and Permits.

# **APPROPRIATION TO TOWNS/STATE/OTHER GOVERNMENT AGENCIES**

## **ALL FUND SUMMARY:**

|        |                                     | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17        |
|--------|-------------------------------------|-------------------------|-------------------------|-----------------------------|--------------------------------|-------------------------|
|        | <b><u>SUMMARY BY CHARACTER:</u></b> |                         |                         |                             |                                |                         |
| 70     | MISCELLANEOUS                       | 5,139,391               | 5,165,017               | 5,227,321                   | 5,179,068                      | 5,179,068               |
|        | <b>GRAND TOTAL</b>                  | <b><u>5,139,391</u></b> | <b><u>5,165,017</u></b> | <b><u>5,227,321</u></b>     | <b><u>5,179,068</u></b>        | <b><u>5,179,068</u></b> |
|        | <b><u>SUMMARY BY FUND:</u></b>      |                         |                         |                             |                                |                         |
| 11     | GENERAL                             | 5,139,391               | 5,165,017               | 5,227,321                   | 5,179,068                      | 5,179,068               |
|        | <b>GRAND TOTAL</b>                  | <b><u>5,139,391</u></b> | <b><u>5,165,017</u></b> | <b><u>5,227,321</u></b>     | <b><u>5,179,068</u></b>        | <b><u>5,179,068</u></b> |
|        | <b><u>SUMMARY BY DIVISION:</u></b>  |                         |                         |                             |                                |                         |
| 707110 | Appropriation to Towns              | 3,574,846               | 3,503,549               | 3,437,321                   | 3,389,068                      | 3,389,068               |
| 708110 | Appropriation to State              | 914,545                 | 911,468                 | 1,040,000                   | 1,040,000                      | 1,040,000               |
| 709110 | Other Government Agencies           | 650,000                 | 750,000                 | 750,000                     | 750,000                        | 750,000                 |
|        | <b>GRAND TOTAL</b>                  | <b><u>5,139,391</u></b> | <b><u>5,165,017</u></b> | <b><u>5,227,321</u></b>     | <b><u>5,179,068</u></b>        | <b><u>5,179,068</u></b> |

**DEPARTMENT: APPROPRIATION TO TOWNS/STATE/OTHER GOVERNMENT AGENCIES****Index No. 707110**

|                                                                                                                                                                 | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b>7101 GRANTS AND CONTRIBUTIONS</b>                                                                                                                            | 3,554,158        | 3,482,861        | 3,416,633                   | 3,368,380                      | 3,368,380        |
| Differential for Police Services based on a legislated<br>formula using the Assessable Basis Percentage<br>numbers for the County and the three municipalities: |                  |                  |                             |                                |                  |
| Aberdeen                                                                                                                                                        | 1,125,842        |                  |                             |                                |                  |
| Bel Air                                                                                                                                                         | 1,093,567        |                  |                             |                                |                  |
| Havre de Grace                                                                                                                                                  | 1,148,971        |                  |                             |                                |                  |
|                                                                                                                                                                 | 3,368,380        |                  |                             |                                |                  |
| <b>7102 PAYMENTS TO OTHER GOVERNMENT AGENCIES</b>                                                                                                               | 20,688           | 20,688           | 20,688                      | 20,688                         | 20,688           |
| Payments required by the Annotated Code of Maryland,<br>Article 25, Section 220:                                                                                |                  |                  |                             |                                |                  |
| Aberdeen                                                                                                                                                        | 7,142            |                  |                             |                                |                  |
| Bel Air                                                                                                                                                         | 8,458            |                  |                             |                                |                  |
| Havre de Grace                                                                                                                                                  | 5,088            |                  |                             |                                |                  |
|                                                                                                                                                                 | 20,688           |                  |                             |                                |                  |
| <b>SUB-TOTAL APPROPRIATION TO TOWNS</b>                                                                                                                         | <b>3,574,846</b> | <b>3,503,549</b> | <b>3,437,321</b>            | <b>3,389,068</b>               | <b>3,389,068</b> |

**DEPARTMENT: APPROPRIATION TO TOWNS/STATE/OTHER GOVERNMENT AGENCIES****Index No. 708110**

|                                                                                                                             | AUDITED<br>FY 14 | AUDITED<br>FY 15 | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17 |
|-----------------------------------------------------------------------------------------------------------------------------|------------------|------------------|-----------------------------|--------------------------------|------------------|
| <b>7102 PAYMENTS TO OTHER GOVERNMENT AGENCIES</b>                                                                           | 914,545          | 911,468          | 1,040,000                   | 1,040,000                      | 1,040,000        |
| Payments to the State of Maryland:                                                                                          |                  |                  |                             |                                |                  |
| Funds required to pay the State of Maryland for administrative costs for Harford County's Homeowner's Tax Credit.           |                  |                  |                             |                                |                  |
| Funds appropriated for share of the cost of administering the County's State Department of Assessments and Taxation office. |                  |                  |                             |                                |                  |
| <b>SUB-TOTAL APPROPRIATION TO STATE</b>                                                                                     | <b>914,545</b>   | <b>911,468</b>   | <b>1,040,000</b>            | <b>1,040,000</b>               | <b>1,040,000</b> |

**DEPARTMENT: APPROPRIATION TO TOWNS/STATE/OTHER GOVERNMENT AGENCIES****Index No. 709110**

|                                                                         | AUDITED<br>FY 14        | AUDITED<br>FY 15        | ORIGINAL<br>BUDGET<br>FY 16 | EXECUTIVE<br>PROPOSED<br>FY 17 | ENACTED<br>FY 17        |
|-------------------------------------------------------------------------|-------------------------|-------------------------|-----------------------------|--------------------------------|-------------------------|
| <b>7102 PAYMENTS TO OTHER GOVERNMENT AGENCIES</b>                       | 650,000                 | 750,000                 | 750,000                     | 750,000                        | 750,000                 |
| Funding is provided for the operating costs of the<br>Humane Society    |                         |                         |                             |                                |                         |
| <b>SUB-TOTAL OTHER GOVERNMENT AGENCIES</b>                              | <u>650,000</u>          | <u>750,000</u>          | <u>750,000</u>              | <u>750,000</u>                 | <u>750,000</u>          |
| <b>TOTAL APPROPRIATION TO TOWNS/STATE/OTHER<br/>GOVERNMENT AGENCIES</b> | <u><u>5,139,391</u></u> | <u><u>5,165,017</u></u> | <u><u>5,227,321</u></u>     | <u><u>5,179,068</u></u>        | <u><u>5,179,068</u></u> |

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|----------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>HARFORD COUNTY, MARYLAND</b><br/><b>STATEMENT OF CONTINGENCY RESERVE</b></p> |
|----------------------------------------------------------------------------------------------------------------|

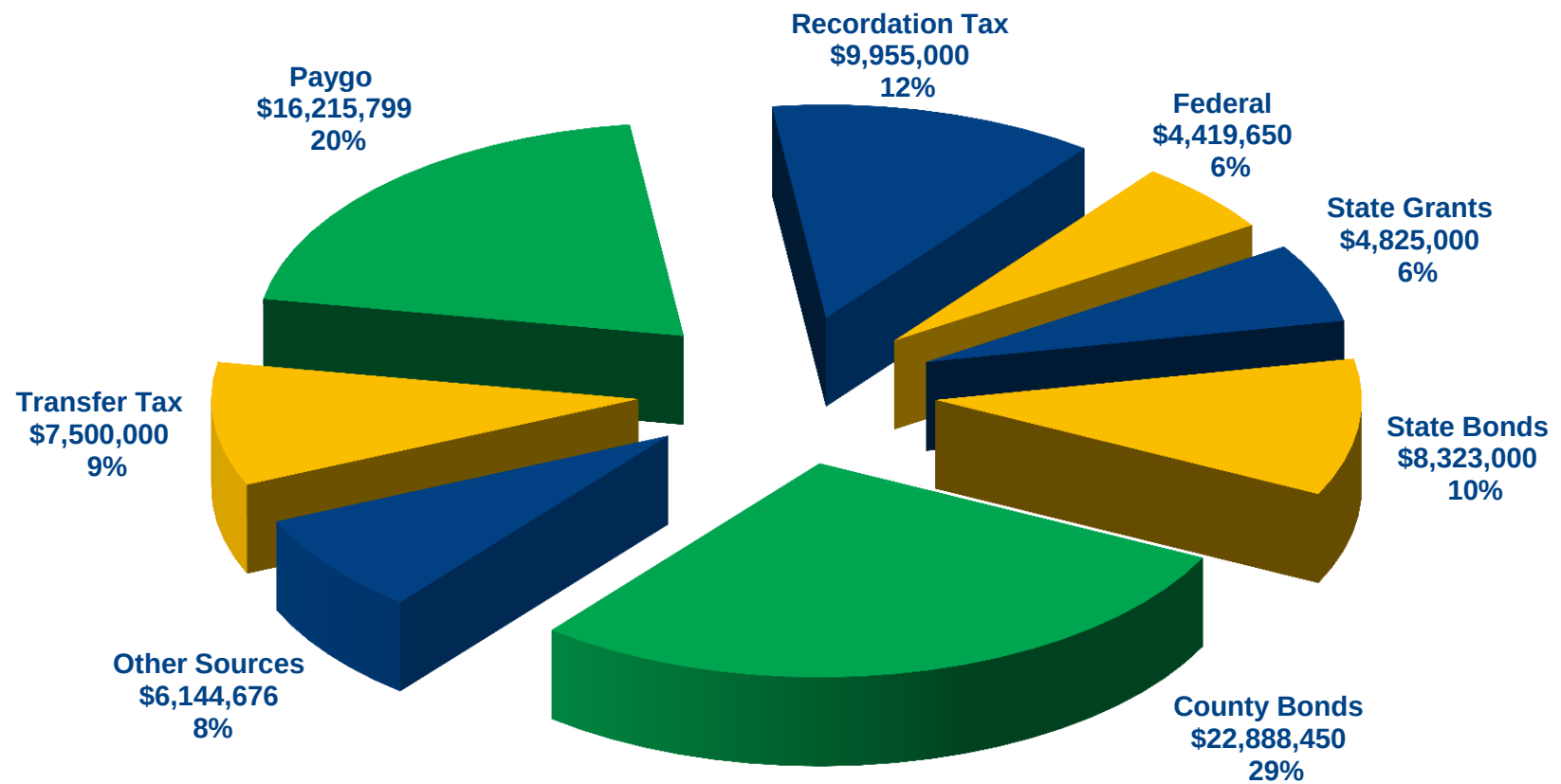
The Harford County Charter, Section 506. Contents of the Current Expense Budget, states: "The proposed current expense budget shall contain the following information . . . (6) a statement of the proposed contingency reserves, all of which shall not exceed three percent of the general fund and of any other fund; . . . " The following contingency reserve funds which represents 0.02 percent of the General Fund and 0.42 percent of the Highways Fund, have been included in the Approved Fiscal Year 2016-2017 Operating Budget.

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

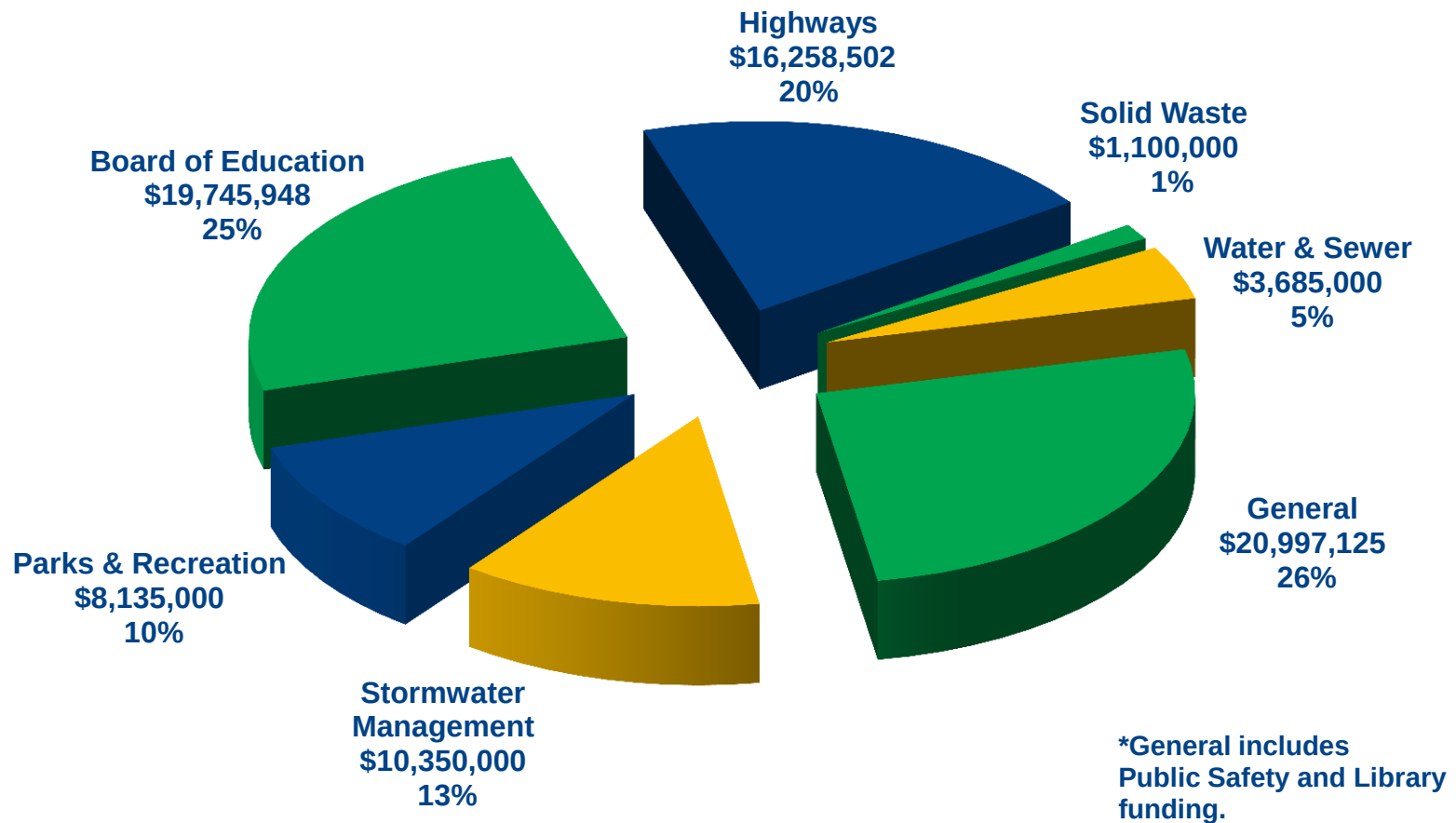
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# **CAPITAL BUDGET and CAPITAL IMPROVEMENT PROGRAM**

**APPROVED CAPITAL BUDGET  
REVENUES  
FISCAL YEAR 2016 - 2017  
TOTAL BUDGET \$80,271,575**



**APPROVED CAPITAL BUDGET  
APPROPRIATIONS  
FISCAL YEAR 2016 - 2017  
TOTAL BUDGET \$80,271,575**



| FY 17 APPROVED CAPITAL BUDGET                          |                   |                |                  |                  |                  |                  |                  |                  |                  |          |                  |           |                |
|--------------------------------------------------------|-------------------|----------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|----------|------------------|-----------|----------------|
| PROJECT                                                | TOTAL             | PRIOR<br>PAYGO | PAYGO            | PRIOR<br>BONDS   | COUNTY<br>BONDS  | REAPPROP         | TRANSFER<br>TAX  | RECORD.<br>TAX   | STATE            | P.O.S.   | FEDERAL          | DEVELOPER | OTHER          |
| <u>GENERAL FUND</u>                                    |                   |                |                  |                  |                  |                  |                  |                  |                  |          |                  |           |                |
| <u>GENERAL CAPITAL</u>                                 |                   |                |                  |                  |                  |                  |                  |                  |                  |          |                  |           |                |
| Aberdeen Library Roof and Windows                      | 388,000           | 0              | 194,000          | 0                | 0                | 0                | 0                | 0                | 194,000          | 0        | 0                | 0         | 0              |
| Bel Air Parking Garage                                 | 85,000            | 0              | 51,556           | 0                | 0                | 5,044            | 0                | 0                | 0                | 0        | 0                | 0         | 28,400         |
| Board of Education Debt Service 17                     | 17,800,000        | 0              | 0                | 0                | 0                | 2,000,000        | 7,500,000        | 8,300,000        | 0                | 0        | 0                | 0         | 0              |
| Facilities Repair Program                              | 3,467,396         | 0              | 0                | 3,367,396        | 0                | 0                | 0                | 0                | 0                | 0        | 0                | 0         | 100,000        |
| Fleet Maintenance Facility                             | 1,000,000         | 0              | 0                | 1,000,000        | 0                | 0                | 0                | 0                | 0                | 0        | 0                | 0         | 0              |
| Fleet Replacement                                      | 1,500,000         | 0              | 1,500,000        | 0                | 0                | 0                | 0                | 0                | 0                | 0        | 0                | 0         | 0              |
| Harford County Southern Resource Center                | (3,589,036)       | (671,708)      | 0                | (2,917,328)      | 0                | 0                | 0                | 0                | 0                | 0        | 0                | 0         | 0              |
| Infrastructure Efficiency Capital Investment Projects  | 100,000           | 0              | 25,000           | 0                | 0                | 0                | 0                | 0                | 75,000           | 0        | 0                | 0         | 0              |
| Refresh Program                                        | 150,000           | 0              | 150,000          | 0                | 0                | 0                | 0                | 0                | 0                | 0        | 0                | 0         | 0              |
| Safeguarding Business Operations                       | 2,000,000         | 1,035,943      | 604,071          | 0                | 0                | 359,986          | 0                | 0                | 0                | 0        | 0                | 0         | 0              |
| Underground and Aboveground Storage Tank Management    | 310,000           | 0              | 310,000          | 0                | 0                | 0                | 0                | 0                | 0                | 0        | 0                | 0         | 0              |
| <b>SUB-TOTAL GENERAL</b>                               | <b>23,211,360</b> | <b>364,235</b> | <b>2,834,627</b> | <b>1,450,068</b> | <b>0</b>         | <b>2,365,030</b> | <b>7,500,000</b> | <b>8,300,000</b> | <b>269,000</b>   | <b>0</b> | <b>0</b>         | <b>0</b>  | <b>128,400</b> |
| <u>STORMWATER MANAGEMENT</u>                           |                   |                |                  |                  |                  |                  |                  |                  |                  |          |                  |           |                |
| Bynum Run at St. Andrews Way Stream Restoration        | 500,000           | 0              | 0                | 0                | 0                | 0                | 0                | 0                | 0                | 0        | 500,000          | 0         | 0              |
| County Owned Watershed Restoration Improvements        | 3,125,000         | 0              | 0                | 0                | 2,100,000        | 0                | 0                | 0                | 725,000          | 0        | 300,000          | 0         | 0              |
| Joppatowne Area Watershed Restoration                  | 450,000           | 0              | 0                | 0                | 250,000          | 0                | 0                | 0                | 125,000          | 0        | 75,000           | 0         | 0              |
| Maintenance/Repair of Dams FY 14                       | 350,000           | 0              | 100,000          | 0                | 0                | 0                | 0                | 0                | 0                | 0        | 0                | 0         | 250,000        |
| Plumtree Run Watershed Restoration                     | 1,175,000         | 0              | 0                | 0                | 600,000          | 0                | 0                | 0                | 500,000          | 0        | 75,000           | 0         | 0              |
| Riverside Area Watershed Restoration                   | 1,075,000         | 0              | 0                | 0                | 400,000          | 0                | 0                | 0                | 600,000          | 0        | 75,000           | 0         | 0              |
| Sams Branch Watershed Restoration                      | 200,000           | 0              | 0                | 0                | 50,000           | 0                | 0                | 0                | 100,000          | 0        | 50,000           | 0         | 0              |
| Septic System Disconnection                            | 50,000            | 0              | 0                | 0                | 50,000           | 0                | 0                | 0                | 0                | 0        | 0                | 0         | 0              |
| Stormwater Pollution Prevention                        | 100,000           | 0              | 100,000          | 0                | 0                | 0                | 0                | 0                | 0                | 0        | 0                | 0         | 0              |
| Sunnyview Stream Restoration                           | 425,000           | 0              | 0                | 0                | 300,000          | 0                | 0                | 0                | 125,000          | 0        | 0                | 0         | 0              |
| Watershed Restoration Assessment                       | 1,600,000         | 0              | 0                | 0                | 1,200,000        | 0                | 0                | 0                | 300,000          | 0        | 100,000          | 0         | 0              |
| Watershed Restoration Improvements                     | 650,000           | 0              | 0                | 0                | 450,000          | 0                | 0                | 0                | 125,000          | 0        | 75,000           | 0         | 0              |
| Watershed Restoration Maintenance                      | 100,000           | 0              | 0                | 0                | 100,000          | 0                | 0                | 0                | 0                | 0        | 0                | 0         | 0              |
| Wheel Creek Watershed Restoration                      | 550,000           | 0              | 0                | 0                | 400,000          | 0                | 0                | 0                | 100,000          | 0        | 50,000           | 0         | 0              |
| <i>*Paygo - Dedicated Revenue from Recordation Tax</i> |                   |                |                  |                  |                  |                  |                  |                  |                  |          |                  |           |                |
| <b>SUB-TOTAL STORMWATER MANAGEMENT</b>                 | <b>10,350,000</b> | <b>0</b>       | <b>200,000</b>   | <b>0</b>         | <b>5,900,000</b> | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>2,700,000</b> | <b>0</b> | <b>1,300,000</b> | <b>0</b>  | <b>250,000</b> |

| FY 17 APPROVED CAPITAL BUDGET |       |                |       |                |                 |          |                 |                |       |        |         |           |       |
|-------------------------------|-------|----------------|-------|----------------|-----------------|----------|-----------------|----------------|-------|--------|---------|-----------|-------|
| PROJECT                       | TOTAL | PRIOR<br>PAYGO | PAYGO | PRIOR<br>BONDS | COUNTY<br>BONDS | REAPPROP | TRANSFER<br>TAX | RECORD.<br>TAX | STATE | P.O.S. | FEDERAL | DEVELOPER | OTHER |

GENERAL FUND

**PUBLIC SAFETY**

|                                                 |             |   |         |             |   |   |   |   |         |   |   |   |         |
|-------------------------------------------------|-------------|---|---------|-------------|---|---|---|---|---------|---|---|---|---------|
| New Emergency Operations Center Complex         | (3,000,000) | 0 | 0       | (3,000,000) | 0 |   |   |   |         |   |   |   |         |
| 911 State Fee Fund                              | 100,000     | 0 | 0       | 0           | 0 | 0 | 0 | 0 | 100,000 | 0 | 0 | 0 | 0       |
| Public Safety Communication in School Buildings | 100,000     | 0 | 100,000 | 0           | 0 | 0 | 0 | 0 | 0       | 0 | 0 | 0 | 0       |
| SCBA Replacement                                | 500,000     | 0 | 250,000 | 0           | 0 | 0 | 0 | 0 | 0       | 0 | 0 | 0 | 250,000 |
| VFC Facility Repair                             | 400,000     | 0 | 400,000 | 0           | 0 | 0 | 0 | 0 | 0       | 0 | 0 | 0 | 0       |

|                                |                    |          |                |                    |          |          |          |          |                |          |          |          |                |
|--------------------------------|--------------------|----------|----------------|--------------------|----------|----------|----------|----------|----------------|----------|----------|----------|----------------|
| <b>SUB-TOTAL PUBLIC SAFETY</b> | <b>(1,900,000)</b> | <b>0</b> | <b>750,000</b> | <b>(3,000,000)</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>100,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>250,000</b> |
|--------------------------------|--------------------|----------|----------------|--------------------|----------|----------|----------|----------|----------------|----------|----------|----------|----------------|

**LIBRARIES**

|                                  |           |           |        |   |   |   |   |   |   |   |   |   |   |
|----------------------------------|-----------|-----------|--------|---|---|---|---|---|---|---|---|---|---|
| Facility Maintenance and Repairs | (140,779) | (140,779) | 0      | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Facility Renovations             | (223,456) | (223,456) | 0      | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Technology                       | 50,000    | 0         | 50,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

|                            |                  |                  |               |          |          |          |          |          |          |          |          |          |          |
|----------------------------|------------------|------------------|---------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|
| <b>SUB-TOTAL LIBRARIES</b> | <b>(314,235)</b> | <b>(364,235)</b> | <b>50,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> |
|----------------------------|------------------|------------------|---------------|----------|----------|----------|----------|----------|----------|----------|----------|----------|----------|

| FY 17 APPROVED CAPITAL BUDGET                           |            |                |           |                |                 |           |                 |                |            |        |           |           |         |
|---------------------------------------------------------|------------|----------------|-----------|----------------|-----------------|-----------|-----------------|----------------|------------|--------|-----------|-----------|---------|
| PROJECT                                                 | TOTAL      | PRIOR<br>PAYGO | PAYGO     | PRIOR<br>BONDS | COUNTY<br>BONDS | REAPPROP  | TRANSFER<br>TAX | RECORD.<br>TAX | STATE      | P.O.S. | FEDERAL   | DEVELOPER | OTHER   |
| <u>GENERAL FUND</u>                                     |            |                |           |                |                 |           |                 |                |            |        |           |           |         |
| <u>BOARD OF EDUCATION</u>                               |            |                |           |                |                 |           |                 |                |            |        |           |           |         |
| Darlington Elementary School Comp HVAC Systemic Project | 1,329,948  | 0              | 0         | 16,948         | 398,000         | 0         | 0               | 0              | 915,000    | 0      | 0         | 0         | 0       |
| Joppatowne Elementary School                            | 0          | 0              | 16,948    | (16,948)       | 0               | 0         | 0               | 0              | 0          | 0      | 0         | 0         | 0       |
| Replacement Buses                                       | 1,000,000  | 0              | 1,000,000 | 0              | 0               | 0         | 0               | 0              | 0          | 0      | 0         | 0         | 0       |
| Riverside ES HVAC Systemic Renovation                   | 8,780,000  | 0              | 0         | 0              | 4,716,000       | 0         | 0               | 0              | 4,064,000  | 0      | 0         | 0         | 0       |
| Roof Replacement - Joppatowne High School               | 2,400,000  | 0              | 0         | 0              | 1,115,000       | 0         | 0               | 0              | 1,285,000  | 0      | 0         | 0         | 0       |
| William Paca/Old Post ES Open Space Enclosure           | 2,417,000  | 0              | 0         | 0              | 1,261,000       | 0         | 0               | 0              | 1,156,000  | 0      | 0         | 0         | 0       |
| William S. James ES Open Space Enclosure Project        | 1,400,000  | 0              | 0         | 0              | 691,000         | 0         | 0               | 0              | 709,000    | 0      | 0         | 0         | 0       |
| Youth's Benefit Elementary School Replacement           | 2,419,000  | 0              | 0         | 0              | 2,419,000       | 0         | 0               | 0              | 0          | 0      | 0         | 0         | 0       |
| SUB-TOTAL BOARD OF EDUCATION                            | 19,745,948 | 0              | 1,016,948 | 0              | 10,600,000      | 0         | 0               | 0              | 8,129,000  | 0      | 0         | 0         | 0       |
|                                                         |            |                |           |                |                 |           |                 |                |            |        |           |           |         |
| SUB-TOTAL GENERAL FUND CAPITAL                          | 51,093,073 | 0              | 4,851,575 | (1,549,932)    | 16,500,000      | 2,365,030 | 7,500,000       | 8,300,000      | 11,198,000 | 0      | 1,300,000 | 0         | 628,400 |



| FY 17 APPROVED CAPITAL BUDGET |       |                |       |                |                 |          |                 |                |       |        |         |           |       |
|-------------------------------|-------|----------------|-------|----------------|-----------------|----------|-----------------|----------------|-------|--------|---------|-----------|-------|
| PROJECT                       | TOTAL | PRIOR<br>PAYGO | PAYGO | PRIOR<br>BONDS | COUNTY<br>BONDS | REAPPROP | TRANSFER<br>TAX | RECORD.<br>TAX | STATE | P.O.S. | FEDERAL | DEVELOPER | OTHER |

SOLID WASTE SERVICES

SOLID WASTE SERVICES

|                                                        |                  |          |                  |          |          |           |          |          |          |          |          |          |          |
|--------------------------------------------------------|------------------|----------|------------------|----------|----------|-----------|----------|----------|----------|----------|----------|----------|----------|
| Scarboro Landfill Groundwater Treatment Plant Upgrades | 100,000          | 0        | 100,000          | 0        | 0        | 0         | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Waste-to-Energy Facility Closure                       | 1,403,753        | 0        | 1,000,000        | 0        | 0        | 403,753   | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| Waste to Energy Repairs                                | (403,753)        | 0        | 0                | 0        | 0        | (403,753) | 0        | 0        | 0        | 0        | 0        | 0        | 0        |
| <b>SUB-TOTAL SOLID WASTE CAPITAL</b>                   | <b>1,100,000</b> | <b>0</b> | <b>1,100,000</b> | <b>0</b> | <b>0</b> | <b>0</b>  | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> |

|                                       |                   |          |                  |                    |                   |                  |                  |                  |                   |          |                  |          |                |
|---------------------------------------|-------------------|----------|------------------|--------------------|-------------------|------------------|------------------|------------------|-------------------|----------|------------------|----------|----------------|
| <b>TOTAL ALL GENERAL FUND CAPITAL</b> | <b>52,193,073</b> | <b>0</b> | <b>5,951,575</b> | <b>(1,549,932)</b> | <b>16,500,000</b> | <b>2,365,030</b> | <b>7,500,000</b> | <b>8,300,000</b> | <b>11,198,000</b> | <b>0</b> | <b>1,300,000</b> | <b>0</b> | <b>628,400</b> |
|---------------------------------------|-------------------|----------|------------------|--------------------|-------------------|------------------|------------------|------------------|-------------------|----------|------------------|----------|----------------|

| FY 17 APPROVED CAPITAL BUDGET |       |                |       |                |                 |          |                 |                |       |        |         |           |       |
|-------------------------------|-------|----------------|-------|----------------|-----------------|----------|-----------------|----------------|-------|--------|---------|-----------|-------|
| PROJECT                       | TOTAL | PRIOR<br>PAYGO | PAYGO | PRIOR<br>BONDS | COUNTY<br>BONDS | REAPPROP | TRANSFER<br>TAX | RECORD.<br>TAX | STATE | P.O.S. | FEDERAL | DEVELOPER | OTHER |

PARKS & RECREATION FUND

**PARKS & RECREATION**

|                                                    |           |   |         |           |   |         |   |         |         |           |           |         |         |
|----------------------------------------------------|-----------|---|---------|-----------|---|---------|---|---------|---------|-----------|-----------|---------|---------|
| ADA Improvements                                   | 150,000   | 0 | 0       | 0         | 0 | 0       | 0 | 150,000 | 0       | 0         | 0         | 0       | 0       |
| Anita C. Leight Center Improvements                | 235,000   | 0 | 0       | 0         | 0 | 0       | 0 | 135,000 | 100,000 | 0         | 0         | 0       | 0       |
| Athletic Field Improvements                        | 1,550,000 | 0 | 0       | 1,550,000 | 0 | 0       | 0 | 0       | 0       | 0         | 0         | 0       | 0       |
| Bleacher Renovations                               | 60,000    | 0 | 0       | 0         | 0 | 0       | 0 | 30,000  | 0       | 0         | 0         | 0       | 30,000  |
| Canoe and Kayak Water Access                       | 250,000   | 0 | 0       | 0         | 0 | 50,000  | 0 | 50,000  | 100,000 | 0         | 0         | 0       | 50,000  |
| Cedar Lane Sports Complex Improvements*            | 250,000   | 0 | 150,000 | 0         | 0 | 0       | 0 | 0       | 0       | 0         | 0         | 0       | 100,000 |
| Churchville Center Renovations                     | 75,000    | 0 | 0       | 0         | 0 | 0       | 0 | 75,000  | 0       | 0         | 0         | 0       | 0       |
| Demarco Memorial Park Improvements                 | 40,000    | 0 | 0       | 0         | 0 | 20,000  | 0 | 0       | 0       | 0         | 0         | 0       | 20,000  |
| Eden Mill Park Rehabilitation                      | 50,000    | 0 | 0       | 0         | 0 | 50,000  | 0 | 0       | 0       | 0         | 0         | 0       | 0       |
| Emily Bayliss Graham Park                          | 200,000   | 0 | 0       | 0         | 0 | 0       | 0 | 200,000 | 0       | 0         | 0         | 0       | 0       |
| Emmorton Recreation and Tennis Center Improvements | 150,000   | 0 | 0       | 0         | 0 | 75,000  | 0 | 0       | 0       | 0         | 0         | 0       | 75,000  |
| Facility Renovations                               | 225,000   | 0 | 0       | 0         | 0 | 0       | 0 | 125,000 | 0       | 0         | 0         | 0       | 100,000 |
| Flying Point Park Improvements                     | 15,000    | 0 | 0       | 0         | 0 | 0       | 0 | 15,000  | 0       | 0         | 0         | 0       | 0       |
| Gunpowder River Dredging                           | 80,000    | 0 | 0       | 0         | 0 | 0       | 0 | 80,000  | 0       | 0         | 0         | 0       | 0       |
| Indoor Recreation Facility Forest Hill/Hickory     | 250,000   | 0 | 0       | 0         | 0 | 0       | 0 | 250,000 | 0       | 0         | 0         | 0       | 0       |
| Park Improvements                                  | 160,000   | 0 | 0       | 0         | 0 | 0       | 0 | 60,000  | 0       | 0         | 0         | 100,000 | 0       |
| Parking Lot Paving                                 | 150,000   | 0 | 0       | 0         | 0 | 0       | 0 | 150,000 | 0       | 0         | 0         | 0       | 0       |
| Parkland Acquisition                               | 1,050,000 | 0 | 0       | 0         | 0 | 0       | 0 | 50,000  | 0       | 1,000,000 | 0         | 0       | 0       |
| Playground Equipment                               | 150,000   | 0 | 0       | 0         | 0 | 0       | 0 | 100,000 | 0       | 0         | 0         | 50,000  | 0       |
| Rockfield Park Improvements                        | 70,000    | 0 | 0       | 0         | 0 | 0       | 0 | 35,000  | 0       | 0         | 0         | 0       | 35,000  |
| Swan Harbor Farm Improvements**                    | 150,000   | 0 | 150,000 | 0         | 0 | 0       | 0 | 0       | 0       | 0         | 0         | 0       | 0       |
| SWM Pond Repair and Renovation                     | 100,000   | 0 | 0       | 0         | 0 | 0       | 0 | 100,000 | 0       | 0         | 0         | 0       | 0       |
| Tennis/Multipurpose Court                          | 50,000    | 0 | 0       | 0         | 0 | 0       | 0 | 50,000  | 0       | 0         | 0         | 0       | 0       |
| Tollgate Woodshop                                  | 25,000    | 0 | 0       | 0         | 0 | 15,000  | 0 | 0       | 0       | 0         | 0         | 0       | 10,000  |
| Trails and Linear Parks                            | 2,250,000 | 0 | 0       | 0         | 0 | 0       | 0 | 0       | 0       | 0         | 2,000,000 | 0       | 250,000 |
| Tydings Park Improvements                          | 400,000   | 0 | 0       | 0         | 0 | 200,000 | 0 | 0       | 0       | 0         | 0         | 0       | 200,000 |

\*Paygo Hotel Tax Revenue

\*\*Paygo Special Revenue

|                                             |                  |          |                |                  |          |                |          |                  |                |                  |                  |                |                |
|---------------------------------------------|------------------|----------|----------------|------------------|----------|----------------|----------|------------------|----------------|------------------|------------------|----------------|----------------|
| <b>TOTAL PARKS &amp; RECREATION CAPITAL</b> | <b>8,135,000</b> | <b>0</b> | <b>300,000</b> | <b>1,550,000</b> | <b>0</b> | <b>410,000</b> | <b>0</b> | <b>1,655,000</b> | <b>200,000</b> | <b>1,000,000</b> | <b>2,000,000</b> | <b>150,000</b> | <b>870,000</b> |
|---------------------------------------------|------------------|----------|----------------|------------------|----------|----------------|----------|------------------|----------------|------------------|------------------|----------------|----------------|

| FY 17 APPROVED CAPITAL BUDGET |       |                |       |                |                 |          |                 |                |       |        |         |           |       |
|-------------------------------|-------|----------------|-------|----------------|-----------------|----------|-----------------|----------------|-------|--------|---------|-----------|-------|
| PROJECT                       | TOTAL | PRIOR<br>PAYGO | PAYGO | PRIOR<br>BONDS | COUNTY<br>BONDS | REAPPROP | TRANSFER<br>TAX | RECORD.<br>TAX | STATE | P.O.S. | FEDERAL | DEVELOPER | OTHER |

#### HIGHWAYS FUND

#### HIGHWAYS

#### BRIDGES

|                                    |                  |          |                |          |                  |          |          |          |          |          |                  |          |          |
|------------------------------------|------------------|----------|----------------|----------|------------------|----------|----------|----------|----------|----------|------------------|----------|----------|
| Abingdon Road Bridge #169 over CSX | 100,000          | 0        | 0              | 0        | 100,000          | 0        | 0        | 0        | 0        | 0        | 0                | 0        | 0        |
| Bridge and Road Scour Repair       | 200,000          | 0        | 200,000        | 0        | 0                | 0        | 0        | 0        | 0        | 0        | 0                | 0        | 0        |
| Bridge Inspection Program          | 650,000          | 0        | 0              | 0        | 0                | 0        | 0        | 0        | 0        | 0        | 650,000          | 0        | 0        |
| Carea Road Bridge #126             | 89,207           | 57,267   | 0              | 0        | 0                | 31,940   | 0        | 0        | 0        | 0        | 0                | 0        | 0        |
| Carrs Mill Road Bridge #216        | 150,000          | 0        | 0              | 0        | 0                | 0        | 0        | 0        | 0        | 0        | 150,000          | 0        | 0        |
| Chestnut Hill Bridge #40           | 155,000          | 0        | 0              | 0        | 80,000           | 0        | 0        | 0        | 0        | 0        | 75,000           | 0        | 0        |
| Culvert Rehabilitation             | 225,000          | 0        | 225,000        | 0        | 0                | 0        | 0        | 0        | 0        | 0        | 0                | 0        | 0        |
| Edwards Lane Culvert               | (45,000)         | (45,000) | 0              | 0        | 0                | 0        | 0        | 0        | 0        | 0        | 0                | 0        | 0        |
| Glenville Road Bridge #30          | 120,000          | 0        | 0              | 0        | 20,000           | 0        | 0        | 0        | 0        | 0        | 100,000          | 0        | 0        |
| Green Road Bridges #119 & #122     | 454,088          | 49,529   | 0              | 44,559   | 360,000          | 0        | 0        | 0        | 0        | 0        | 0                | 0        | 0        |
| Harford Creamery Road Bridge #104  | (46,796)         | (46,796) | 0              | 0        | 0                | 0        | 0        | 0        | 0        | 0        | 0                | 0        | 0        |
| Johnson Mill Road Bridge #45       | 140,000          | 0        | 0              | 0        | 140,000          | 0        | 0        | 0        | 0        | 0        | 0                | 0        | 0        |
| Macton Road Bridge #145            | (44,559)         | 0        | 0              | (44,559) | 0                | 0        | 0        | 0        | 0        | 0        | 0                | 0        | 0        |
| New Park Road Bridge #125          | 400,000          | 0        | 0              | 0        | 400,000          | 0        | 0        | 0        | 0        | 0        | 0                | 0        | 0        |
| Phillips Mill Road Bridge #70      | 50,000           | 0        | 0              | 0        | 50,000           | 0        | 0        | 0        | 0        | 0        | 0                | 0        | 0        |
| Prospect Road Bridge #217          | (46,940)         | (15,000) | 0              | 0        | 0                | (31,940) | 0        | 0        | 0        | 0        | 0                | 0        | 0        |
| Stafford Road Bridge #24           | 80,000           | 0        | 0              | 0        | 40,000           | 0        | 0        | 0        | 0        | 0        | 40,000           | 0        | 0        |
| <b>SUB-TOTAL BRIDGES</b>           | <b>2,630,000</b> | <b>0</b> | <b>425,000</b> | <b>0</b> | <b>1,190,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>1,015,000</b> | <b>0</b> | <b>0</b> |

#### ROADWAYS

|                                                         |                  |          |                |              |                  |          |          |          |                |          |          |                  |          |
|---------------------------------------------------------|------------------|----------|----------------|--------------|------------------|----------|----------|----------|----------------|----------|----------|------------------|----------|
| Bel Air Transportation Study                            | (4,284)          | (4,284)  | 0              | 0            | 0                | 0        | 0        | 0        | 0              | 0        | 0        | 0                | 0        |
| Drainage Improvements                                   | 200,000          | 0        | 200,000        | 0            | 0                | 0        | 0        | 0        | 0              | 0        | 0        | 0                | 0        |
| Guardrails                                              | 100,000          | 0        | 100,000        | 0            | 0                | 0        | 0        | 0        | 0              | 0        | 0        | 0                | 0        |
| Intersection Improvements                               | 204,284          | 4,284    | 200,000        | 0            | 0                | 0        | 0        | 0        | 0              | 0        | 0        | 0                | 0        |
| Moores Mill Road                                        | 2,500,975        | 0        | 0              | 225,975      | 1,675,000        | 0        | 0        | 0        | 600,000        | 0        | 0        | 0                | 0        |
| New Roads and Stormdrains                               | 1,000,000        | 0        | 0              | 0            | 0                | 0        | 0        | 0        | 0              | 0        | 0        | 1,000,000        | 0        |
| Stormdrain Replacement                                  | 75,000           | 0        | 75,000         | 0            | 0                | 0        | 0        | 0        | 0              | 0        | 0        | 0                | 0        |
| Tollgate Road (West Ring Factory Road to Plumtree Road) | 2,330,000        | 0        | 0              | 0            | 2,330,000        | 0        | 0        | 0        | 0              | 0        | 0        | 0                | 0        |
| Wheel Road (Laurel Bush to Fairway)                     | (222,311)        | 0        | 0              | (222,311)    | 0                | 0        | 0        | 0        | 0              | 0        | 0        | 0                | 0        |
| <b>SUB-TOTAL ROADWAYS</b>                               | <b>6,183,664</b> | <b>0</b> | <b>575,000</b> | <b>3,664</b> | <b>4,005,000</b> | <b>0</b> | <b>0</b> | <b>0</b> | <b>600,000</b> | <b>0</b> | <b>0</b> | <b>1,000,000</b> | <b>0</b> |

| FY 17 APPROVED CAPITAL BUDGET      |                   |                |                  |                |                  |                |                 |                |                |          |                  |                  |          |
|------------------------------------|-------------------|----------------|------------------|----------------|------------------|----------------|-----------------|----------------|----------------|----------|------------------|------------------|----------|
| PROJECT                            | TOTAL             | PRIOR<br>PAYGO | PAYGO            | PRIOR<br>BONDS | COUNTY<br>BONDS  | REAPPROP       | TRANSFER<br>TAX | RECORD.<br>TAX | STATE          | P.O.S.   | FEDERAL          | DEVELOPER        | OTHER    |
| <u>HIGHWAYS FUND</u>               |                   |                |                  |                |                  |                |                 |                |                |          |                  |                  |          |
| HIGHWAYS                           |                   |                |                  |                |                  |                |                 |                |                |          |                  |                  |          |
| RESURFACING                        |                   |                |                  |                |                  |                |                 |                |                |          |                  |                  |          |
| Resurfacing Roadways               | 5,002,435         | 0              | 4,889,500        | 0              | 0                | 112,935        | 0               | 0              | 0              | 0        | 0                | 0                | 0        |
| <b>SUB-TOTAL RESURFACING</b>       | <b>5,002,435</b>  | <b>0</b>       | <b>4,889,500</b> | <b>0</b>       | <b>0</b>         | <b>112,935</b> | <b>0</b>        | <b>0</b>       | <b>0</b>       | <b>0</b> | <b>0</b>         | <b>0</b>         | <b>0</b> |
| OTHER                              |                   |                |                  |                |                  |                |                 |                |                |          |                  |                  |          |
| APG Gate PILOT                     | 230,603           | 0              | 230,603          | 0              | 0                | 0              | 0               | 0              | 0              | 0        | 0                | 0                | 0        |
| Fleet Replacement                  | 1,700,000         | 0              | 1,700,000        | 0              | 0                | 0              | 0               | 0              | 0              | 0        | 0                | 0                | 0        |
| Refresh Program                    | 42,500            | 0              | 42,500           | 0              | 0                | 0              | 0               | 0              | 0              | 0        | 0                | 0                | 0        |
| Safeguarding Business Operations   | 250,000           | 0              | 250,000          | 0              | 0                | 0              | 0               | 0              | 0              | 0        | 0                | 0                | 0        |
| Sidewalks and Handicapped Ramps    | 219,300           | 0              | 50,000           | 0              | 0                | 0              | 0               | 0              | 0              | 0        | 104,650          | 64,650           | 0        |
| <b>SUB-TOTAL OTHER</b>             | <b>2,442,403</b>  | <b>0</b>       | <b>2,273,103</b> | <b>0</b>       | <b>0</b>         | <b>0</b>       | <b>0</b>        | <b>0</b>       | <b>0</b>       | <b>0</b> | <b>104,650</b>   | <b>64,650</b>    | <b>0</b> |
| <b>TOTAL HIGHWAYS FUND CAPITAL</b> | <b>16,258,502</b> | <b>0</b>       | <b>8,162,603</b> | <b>3,664</b>   | <b>5,195,000</b> | <b>112,935</b> | <b>0</b>        | <b>0</b>       | <b>600,000</b> | <b>0</b> | <b>1,119,650</b> | <b>1,064,650</b> | <b>0</b> |

| FY 17 APPROVED CAPITAL BUDGET                         |                   |                  |                   |                |                   |                  |                  |                  |                   |                  |                  |                  |                  |
|-------------------------------------------------------|-------------------|------------------|-------------------|----------------|-------------------|------------------|------------------|------------------|-------------------|------------------|------------------|------------------|------------------|
| PROJECT                                               | TOTAL             | PRIOR<br>PAYGO   | PAYGO             | PRIOR<br>BONDS | COUNTY<br>BONDS   | REAPPROP         | TRANSFER<br>TAX  | RECORD.<br>TAX   | STATE             | P.O.S.           | FEDERAL          | DEVELOPER        | OTHER            |
| <u>WATER &amp; SEWER FUND</u>                         |                   |                  |                   |                |                   |                  |                  |                  |                   |                  |                  |                  |                  |
| <u>WATER PROJECTS</u>                                 |                   |                  |                   |                |                   |                  |                  |                  |                   |                  |                  |                  |                  |
| Efficiency Capital Investment Projects                | 150,000           | 0                | 0                 | 0              | 0                 | 0                | 0                | 0                | 150,000           | 0                | 0                | 0                | 0                |
| Fleet Replacement                                     | 800,000           | 400,000          | 266,621           | 0              | 0                 | 133,379          | 0                | 0                | 0                 | 0                | 0                | 0                | 0                |
| Refresh Program                                       | 45,000            | 0                | 45,000            | 0              | 0                 | 0                | 0                | 0                | 0                 | 0                | 0                | 0                | 0                |
| Safeguarding Business Operations                      | 250,000           | 0                | 250,000           | 0              | 0                 | 0                | 0                | 0                | 0                 | 0                | 0                | 0                | 0                |
| Site Acquisition                                      | (364,927)         | 0                | 0                 | (364,927)      | 0                 | 0                | 0                | 0                | 0                 | 0                | 0                | 0                | 0                |
| Site Acquisition 17                                   | 364,927           | 0                | 0                 | 364,927        | 0                 | 0                | 0                | 0                | 0                 | 0                | 0                | 0                | 0                |
| Tank Painting FY 17                                   | 800,000           | 0                | 800,000           | 0              | 0                 | 0                | 0                | 0                | 0                 | 0                | 0                | 0                | 0                |
| Water and Sewer Authority Study Establishment         | (1,000,000)       | (1,000,000)      | 0                 | 0              | 0                 | 0                | 0                | 0                | 0                 | 0                | 0                | 0                | 0                |
| Water System Model Study                              | 300,000           | 0                | 0                 | 0              | 0                 | 300,000          | 0                | 0                | 0                 | 0                | 0                | 0                | 0                |
| Water Zone Improvements                               | 300,000           | 300,000          | 0                 | 0              | 0                 | 0                | 0                | 0                | 0                 | 0                | 0                | 0                | 0                |
| <b>SUB-TOTAL WATER PROJECTS</b>                       | <b>1,645,000</b>  | <b>(300,000)</b> | <b>1,361,621</b>  | <b>0</b>       | <b>0</b>          | <b>433,379</b>   | <b>0</b>         | <b>0</b>         | <b>150,000</b>    | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         |
| <u>SEWER PROJECTS</u>                                 |                   |                  |                   |                |                   |                  |                  |                  |                   |                  |                  |                  |                  |
| Bill Bass Sewer Replacement                           | 200,000           | 0                | 0                 | 89,718         | 0                 | 110,282          | 0                | 0                | 0                 | 0                | 0                | 0                | 0                |
| Bio Solids Facilities Enhancements                    | 900,000           | 200,000          | 0                 | 0              | 700,000           | 0                | 0                | 0                | 0                 | 0                | 0                | 0                | 0                |
| Bynum Ridge Replacement Sewer                         | 40,000            | 0                | 40,000            | 0              | 0                 | 0                | 0                | 0                | 0                 | 0                | 0                | 0                | 0                |
| Bynum Run Interceptor Phase 6&7                       | 400,000           | 0                | 0                 | 0              | 400,000           | 0                | 0                | 0                | 0                 | 0                | 0                | 0                | 0                |
| Fallston Sanitation Sub-District Sewer Capacity Study | 300,000           | 300,000          | 0                 | 0              | 0                 | 0                | 0                | 0                | 0                 | 0                | 0                | 0                | 0                |
| Ring Factory ES and Fairwind Farms Abandonment        | 400,000           | 0                | 400,000           | 0              | 0                 | 0                | 0                | 0                | 0                 | 0                | 0                | 0                | 0                |
| Sod Run Facility Improvements                         | (200,000)         | (200,000)        | 0                 | 0              | 0                 | 0                | 0                | 0                | 0                 | 0                | 0                | 0                | 0                |
| <b>SUB-TOTAL SEWER PROJECTS</b>                       | <b>2,040,000</b>  | <b>300,000</b>   | <b>440,000</b>    | <b>89,718</b>  | <b>1,100,000</b>  | <b>110,282</b>   | <b>0</b>         | <b>0</b>         | <b>0</b>          | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         |
| <b>TOTAL WATER &amp; SEWER FUND CAPITAL</b>           | <b>3,685,000</b>  | <b>0</b>         | <b>1,801,621</b>  | <b>89,718</b>  | <b>1,100,000</b>  | <b>543,661</b>   | <b>0</b>         | <b>0</b>         | <b>150,000</b>    | <b>0</b>         | <b>0</b>         | <b>0</b>         | <b>0</b>         |
| <b>TOTAL APPROVED CAPITAL BUDGET</b>                  |                   |                  |                   |                |                   |                  |                  |                  |                   |                  |                  |                  |                  |
| <b>TOTAL APPROVED CAPITAL BUDGET</b>                  | <b>80,271,575</b> | <b>0</b>         | <b>16,215,799</b> | <b>93,450</b>  | <b>22,795,000</b> | <b>3,431,626</b> | <b>7,500,000</b> | <b>9,955,000</b> | <b>12,148,000</b> | <b>1,000,000</b> | <b>4,419,650</b> | <b>1,214,650</b> | <b>1,498,400</b> |

## **FISCAL YEAR 2017 APPROVED CAPITAL BUDGET HIGHLIGHTS**

### **FISCAL YEAR 2017 CAPITAL BUDGET OVERVIEW**

The development of each year's budget is based on current and projected economic conditions, operational needs, the needs of the citizens, and legislated mandates; coupled with the strategic plans, fiscal policies, and management techniques adopted by the Administration.

We monitor revenue trends and re-evaluate our projections throughout the year. This analysis, along with recommendations from our Spending Affordability Committee, provides the Administration with the knowledge of how much total funding is available to allocate to the upcoming budget, as well as the source of the revenue, its trends, and whether the funds are "one-time" or "ongoing" in nature. The Administration is committed to spending only what we can afford. We will incur debt only when we are confident that sustainable resources will be available to retire that debt. We will appropriate "one-time" revenues for "one-time" expenses only; and we will not commit to future expenses without identifying revenues which will be available to support them.

The Approved Fiscal Year 2017 Capital Budget consists of 119 projects at a total cost of \$80,271,575. With the continued demands of a tough economy this budget supports our most pressing challenges including school modernization issues, public safety, sustaining a strong infrastructure, and the environment.

Harford County's financial operations are characterized by maintenance of sound reserves, a conservative approach to budget development, and timely revenue and spending adjustments. Fiscal policies governing multi-year planning, reserve retention and use of surplus funds for capital and other one-time spending aid in steady operating performance. In February 2016, Moody's Investor Service, Fitch Ratings and Standard and Poor's all reaffirmed Harford County's AAA bond rating.

The County imposes a Recordation Tax on home sales and refinances, and a Transfer Tax on the sale of new or existing homes. Each of these generate revenues that are in part restricted to school construction and/or school debt service. A description of Recordation and Transfer Tax history and restrictions can be found later on in this section of the capital budget book.

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| <p style="text-align: center;"><b>FISCAL YEAR 2017</b><br/><b>APPROVED CAPITAL BUDGET HIGHLIGHTS</b></p> |
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**FISCAL YEAR 2017 EXPENDITURES**

The following is a brief description of capital projects planned for Fiscal Year 2017:

**General Capital Projects**

The County Capital Budget proposes 11 General projects for FY 2017, totaling \$23,211,360. Projects in the General category for FY 2017 include debt service for the Board of Education, a project to fund repairs and renovations to County buildings and structures, and necessary fleet replacement; in addition to the repair, replacement, and retrofit of aboveground and underground fuel storage tanks maintained by the County.

There are two Information and Communication Technology related projects that include a refresh program for Countywide computers and integration/modernization of enterprise software applications and architecture across the County.

**Stormwater Management**

The FY 2017 Stormwater Management Capital budget consists of 14 projects and totals \$10,350,000. Under the National Pollutant Discharge Elimination System (NPDES) Permit, the County must assess potential watershed projects and then restore and improve watersheds to reduce pollutants and improve water quality. Funds will provide for stormwater enhancement, maintenance and repair of dams, as well as stream and watershed restorations.

**Public Safety**

Harford County continues to ensure that public safety providers have the necessary tools and technology to meet the County's growing demand for emergency services. The FY 2017 Capital Budget includes funding for the purchase and installation of bi-directional amplifiers (BDA's) in County schools, therefore greatly improving radio coverage for public safety; for the replacement of Self Contained Breathing Apparatus (SCBA's) for first responders; and for the Volunteer Fire Companies to repair/renovate their existing stations to include systemic repairs, roofs, paving, etc.

## **FISCAL YEAR 2017 APPROVED CAPITAL BUDGET HIGHLIGHTS**

### **Board of Education Projects**

Funding for the Board of Education includes two major comprehensive HVAC projects at the Darlington Elementary School and Riverside Elementary School. Also included is funding to continue the replacement of Youth's Benefit Elementary School, roof replacement at Joppatowne High School, and two open space enclosure projects for William Paca/Old Post Elementary School and William S. James Elementary School.

### **Solid Waste Services Projects**

The Solid Waste services capital budget has appropriated funding for the decommission and demolition of the Harford Waste to Energy facility, following the expiration of the operating contract in 2016; as well as groundwater treatment plant upgrades at the Scarboro Landfill.

### **Parks and Recreation Projects**

Parks and Recreation continues to provide citizens with a diversified menu of recreational opportunities as well as the acquisition and protection of open space. To accomplish this for FY 2017, Harford County has appropriated funds for 26 projects totaling \$8,135,000. These projects include the development/improvements of many parks and complexes, facility renovations, dredging, parkland acquisition, natural turf improvements, and playground equipment replacements.

### **Highways Projects**

Funding for Highways projects is derived from dedicated revenues, developer contributions, and Federal grants. The majority of revenues available to the Highways Fund are generated from the County's Property Tax differential (\$0.1483 per \$100 of assessed property value outside the three municipalities).

There are 32 projects funded for the Highways Capital budget, totaling \$16,258,502. The Highways budget is divided into four sections: Bridges, Roadways, Resurfacing, and "Other". In addition to the 1,057 miles of roadways and 223 County bridges, Harford County Highways projects must also provide for culvert rehabilitations, guardrails, sidewalks and handicapped ramps, stormdrain rehabilitation, traffic signals and road safety improvements. For FY 2017 there is also funding for technology related projects such as modernizing and integrating software applications, fleet replacement, and infrastructure projects at various Highways facilities that will increase operational efficiency.



|                                                                              |
|------------------------------------------------------------------------------|
| <p><b>FISCAL YEAR 2017</b><br/><b>APPROVED CAPITAL BUDGET HIGHLIGHTS</b></p> |
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**Water and Sewer Projects**

The Water and Sewer Capital Budget proposes funding for seventeen capital projects in FY 2017 totaling \$3,685,000. These projects continue to provide improvements and future growth to Harford County's existing infrastructure. Funding proposed for FY 2017 provides for bio-solids facility enhancements, replacement of essential vehicles and equipment, tank painting, a study to update the County's hydraulic and water quality model, a study on the Fallston sanitation sub-district sewer capacity, and funding for technology-related projects to integrate software applications.

As seen in the Highways and General projects, Harford County has also provided funding for fleet replacement and information technology projects within the Water and Sewer Capital budget. These projects are vital to the efficiency of Water and Sewer operations.

**HARFORD COUNTY, MARYLAND**  
**STATEMENTS OF ESTIMATED UNAPPROPRIATED FUND BALANCES**  
**CAPITAL FUND**

|                                                                  | <u>GENERAL</u>       | <u>HIGHWAYS</u>     | <u>PARKS &amp; REC.</u> | <u>TOTAL</u>         |
|------------------------------------------------------------------|----------------------|---------------------|-------------------------|----------------------|
| <b>TOTAL FUND BALANCE AT JUNE 30, 2015</b>                       | <u>29,216,798</u>    | <u>6,801,097</u>    | <u>4,505,767</u>        | <u>40,523,662</u>    |
| <b>Less: Restricted Fund Balance</b>                             |                      |                     |                         |                      |
| Recordation and Transfer Tax                                     | 3,850,435            | 0                   | 299,346                 | 4,149,781            |
| Bond Proceeds                                                    | 4,873,125            | 0                   | 0                       | 4,873,125            |
| <b>Less: Unrestricted Fund Balance</b>                           |                      |                     |                         |                      |
| Appropriation of Fund Balance                                    | 62,053               | 1,392,842           | 0                       | 1,454,895            |
| Encumbrances                                                     | <u>20,431,185</u>    | <u>5,408,255</u>    | <u>4,206,421</u>        | <u>30,045,861</u>    |
|                                                                  | <u>29,216,798</u>    | <u>6,801,097</u>    | <u>4,505,767</u>        | <u>40,523,662</u>    |
| <b>Fund Balance Available for Appropriation at June 30, 2015</b> |                      |                     |                         |                      |
| <b>Undesignated Fund Balance</b>                                 | 0                    | 0                   | 0                       | 0                    |
| Estimated Revenues - Open Project                                | 687,535,721          | 89,828,393          | 63,076,020              | 840,440,134          |
| Estimated Expenditures - Open Project                            | <u>(687,273,609)</u> | <u>(89,705,491)</u> | <u>(62,589,717)</u>     | <u>(839,568,817)</u> |
| <b>Fund Balance Available for Appropriation at June 30, 2016</b> |                      |                     |                         |                      |
| <b>Undesignated Fund Balance</b>                                 | <u>262,112</u>       | <u>122,902</u>      | <u>486,303</u>          | <u>871,317</u>       |
| <b>Fund Balance Available for Appropriation at June 30, 2016</b> |                      |                     |                         |                      |
| <b>Undesignated Fund Balance</b>                                 | 262,112              | 122,902             | 486,303                 | 871,317              |
| Estimated Revenues Fiscal Year 2017                              |                      |                     |                         |                      |
| Paygo                                                            | 5,951,575            | 8,162,603           | 300,000                 | 14,414,178           |
| Recordation Tax                                                  | 8,300,000            | 0                   | 1,655,000               | 9,955,000            |
| Transfer Tax                                                     | 7,500,000            | 0                   | 0                       | 7,500,000            |
| Reappropriated from Prior Projects                               | 2,365,030            | 112,935             | 410,000                 | 2,887,965            |
| Prior Bonds                                                      | (1,549,932)          | 3,664               | 1,550,000               | 3,732                |
| Future Bonds                                                     | 16,500,000           | 5,195,000           | 0                       | 21,695,000           |
| Federal Grant                                                    | 1,300,000            | 1,119,650           | 2,000,000               | 4,419,650            |
| State Bonds                                                      | 8,323,000            | 0                   | 0                       | 8,323,000            |
| State Grants                                                     | 2,875,000            | 600,000             | 1,200,000               | 4,675,000            |
| Developer Contribution                                           | 0                    | 1,064,650           | 150,000                 | 1,214,650            |
| Other                                                            | 628,400              | 0                   | 870,000                 | 1,498,400            |
| Total Estimated Revenues Fiscal Year 2017                        | <u>52,193,073</u>    | <u>16,258,502</u>   | <u>8,135,000</u>        | <u>76,586,575</u>    |
| Estimated Expenditures Fiscal Year 2017                          | <u>(52,193,073)</u>  | <u>(16,258,502)</u> | <u>(8,135,000)</u>      | <u>(75,961,575)</u>  |
| <b>Fund Balance Available for Appropriation at June 30, 2017</b> |                      |                     |                         |                      |
| <b>Undesignated Fund Balance</b>                                 | <u>262,112</u>       | <u>122,902</u>      | <u>486,303</u>          | <u>1,496,317</u>     |

|                                                                                                                                                                          |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>HARFORD COUNTY, MARYLAND</b><br/> <b>STATEMENT OF ESTIMATED UNRESTRICTED NET ASSETS</b><br/> <b>WATER &amp; SEWER CAPITAL FUND</b></p> |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                        | <u>WATER &amp; SEWER</u> |
|--------------------------------------------------------|--------------------------|
| <b>Unrestricted Net Assets June 30, 2015</b>           | 0                        |
| Estimated Revenues - Open Projects                     | 244,245,831              |
| Estimated Expenditures - Open Projects                 | <u>(244,245,831)</u>     |
| <b>Estimated Unrestricted Net Assets June 30, 2016</b> | <u>0</u>                 |
| <br><b>Estimated Revenues Fiscal Year 2017</b>         |                          |
| Paygo                                                  | 1,801,621                |
| Prior Bonds                                            | 89,718                   |
| Future Bonds                                           | 1,100,000                |
| Reappropriated                                         | 543,661                  |
| State                                                  | <u>150,000</u>           |
| <b>Total Estimated Revenues Fiscal Year 2017</b>       | 3,685,000                |
| <b>Estimated Expenditures Fiscal Year 2017</b>         | (3,685,000)              |
| <b>Estimated Unrestricted Net Assets June 30, 2017</b> | <u>0</u>                 |

|                                                                                                                                                                  |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;"><b>DEDICATED RECORDATION TAX</b></p> <p style="text-align: center;"><b>STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE</b></p> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                          | BOARD OF<br>EDUCATION | PARKS &<br>RECREATION | STORMWATER<br>MANAGEMENT<br>DEBT SERVICE |
|----------------------------------------------------------|-----------------------|-----------------------|------------------------------------------|
| <b>UNDESIGNATED RECORDATION TAX FUND BALANCE</b>         |                       |                       |                                          |
| <b>AVAILABLE FOR APPROPRIATION AT JUNE 30, 2015</b>      | 1,000,000             | 0                     | 0                                        |
| Plus Fiscal Year 2016 Estimated Recordation Tax Revenues | 9,266,667             | 2,316,666             | 2,316,667                                |
| Less Fiscal Year 2016 Estimated Expenditures             | <u>(8,133,078)</u>    | <u>(1,960,000)</u>    | <u>0</u>                                 |
| <br><b>ESTIMATED RECORDATION TAX FUND BALANCE</b>        |                       |                       |                                          |
| <b>AVAILABLE FOR APPROPRIATION AT JUNE 30, 2016</b>      | 2,133,589             | 356,666               | 2,316,667                                |
| Plus Fiscal Year 2017 Estimated Revenues:                |                       |                       |                                          |
| 2017 Recordation Tax receipts                            | 8,300,000             | 2,075,000             | 2,075,000                                |
| Less Fiscal Year 2017 Estimated Expenditures             | <u>(9,800,000)</u>    | <u>(1,655,000)</u>    | <u>(2,075,000)</u>                       |
| <br><b>ESTIMATED RECORDATION TAX FUND BALANCE</b>        |                       |                       |                                          |
| <b>AVAILABLE FOR APPROPRIATION AT JUNE 30, 2017</b>      | <u>633,589</u>        | <u>776,666</u>        | <u>2,316,667</u>                         |

|                                                                                            |
|--------------------------------------------------------------------------------------------|
| <b>DEDICATED TRANSFER TAX</b><br><b>STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE</b> |
|--------------------------------------------------------------------------------------------|

|                                                                                                | AGRICULTURAL<br>PRESERVATION | BOARD OF<br>EDUCATION |
|------------------------------------------------------------------------------------------------|------------------------------|-----------------------|
| <b>TOTAL FUND BALANCE AT JUNE 30, 2015</b>                                                     | 55,949,845                   | 0                     |
| Plus Fiscal Year 2016 Estimated Revenues:                                                      |                              |                       |
| Transfer Tax                                                                                   |                              |                       |
| 2016 Transfer Tax receipts                                                                     | 7,600,000                    | 7,600,000             |
| Other Revenues                                                                                 | 4,894,000                    | 0                     |
| Less Fiscal Year 2016 Estimated Expenditures                                                   | (13,200,845)                 | (6,400,000)           |
| Less: Committed Fund Balance Designated for Other Purposes                                     | <u>(49,157,113)</u>          | <u>0</u>              |
| <b>UNDESIGNATED TRANSFER TAX FUND BALANCE AVAILABLE FOR<br/>APPROPRIATION AT JUNE 30, 2016</b> | 6,085,887                    | 1,200,000             |
| Plus Fiscal Year 2017 Estimated Revenues:                                                      |                              |                       |
| Transfer Tax                                                                                   |                              |                       |
| 2017 Transfer Tax receipts                                                                     | 7,500,000                    | 7,500,000             |
| Other Revenue                                                                                  | 4,810,000                    | 0                     |
| Less Fiscal Year 2017 Estimated Expenditures                                                   | <u>(13,672,000)</u>          | <u>(8,000,000)</u>    |
| <b>ESTIMATED TRANSFER TAX FUND BALANCE AVAILABLE FOR<br/>APPROPRIATION AT JUNE 30, 2017</b>    | <u><u>4,723,887</u></u>      | <u><u>700,000</u></u> |

**DEDICATED IMPACT FEE**

**STATEMENT OF ESTIMATED UNAPPROPRIATED FUND BALANCE**

**BOARD OF  
EDUCATION**

**UNDESIGNATED IMPACT FEE FUND BALANCE AVAILABLE FOR  
APPROPRIATION AT JUNE 30, 2015**

0

Plus Fiscal Year 2016 Estimated Impact Fee Revenues

2,500,000

Less Fiscal Year 2016 Estimated Expenditures

(2,500,000)

**ESTIMATE IMPACT FEE FUND BALANCE AVAILABLE FOR  
APPROPRIATION AT JUNE 30, 2016**

0

Plus Fiscal Year 2017 Estimated Revenues:

Fiscal Year 2017 Impact Fee Revenues

2,500,000

Less Fiscal Year 2017 Estimated Expenditures

(2,500,000)

**ESTIMATED IMPACT FEE FUND BALANCE AVAILABLE FOR  
APPROPRIATION AT JUNE 30, 2017**

0

## CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET

| <u>Project Title/Description</u>                                                                                                                                                                                                                                      | <u>FY 17 Budget<br/>Appropriation</u> | <u>Total Project<br/>Cost</u> | <u>Operating Budget Impact</u>                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>GENERAL PROJECTS:</b>                                                                                                                                                                                                                                              |                                       |                               |                                                                                                                                                                                 |
| <u>Infrastructure Efficiency Capital Investment Projects</u><br>This project will implement projects that will increase operational efficiency through reducing operating costs and the County's environmental footprint.                                             | \$100,000                             | \$1,130,000                   | These projects will result in reducing operating costs and increasing operator efficiency through strategic investment in energy efficient projects.                            |
| <u>Harford County Area Metro Area Network</u><br>This project uses advanced telecommunications infrastructure to increase access to the web and other computer utilities for the citizens, businesses, and governmental entities within Harford County.               | \$0                                   | \$16,200,000                  | There will be some costs incurred in annual maintenance fees for equipment; and \$418,000 for fiber management and repairs.                                                     |
| <u>Safeguarding Business Operations</u><br>The purpose of this project is to integrate and modernize enterprise software applications and architecture across the County. Projects will include Enterprise Resource Planning, Applications, & Database modernization. | \$2,000,000                           | \$24,075,400                  | Ongoing maintenance and support for various software packages. Tyler/Energov at \$230,000; Kronos at \$44,000; VOIP at \$140,000; and other miscellaneous packages at \$60,000. |
| <u>Refresh Program</u><br>This project is to refresh computers, network infrastructure, servers, storage, software and peripherals throughout the County.                                                                                                             | \$150,000                             | \$3,385,000                   | Savings from reduction in computer repairs and costly down time. Also improved productivity by taking advantage of latest technology.                                           |
| <u>Underground &amp; Aboveground Storage Tank Management</u><br>This project will replace, repair and retrofit various aboveground and underground storage tanks to improve safety and reliability.                                                                   | \$310,000                             | \$505,000                     | Impact will be minimal if repairs/replacements are proactively scheduled. Delayed repairs until failure would endanger the environment & cost exponentially more.               |

## CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET

| <u>Project Title/Description</u>                                                                                                                                                                                                                                                                                                                          | <u>FY 17 Budget<br/>Appropriation</u> | <u>Total Project<br/>Cost</u> | <u>Operating Budget Impact</u>                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------|-----------------------------------------------------------|
| <b>STORMWATER MANAGEMENT PROJECTS:</b>                                                                                                                                                                                                                                                                                                                    |                                       |                               |                                                           |
| <u>County Owned Watershed Restoration Improvements</u><br>This project will be used for design & construction of projects located on County owned property. Water quality restoration projects are required under the County's municipal NPDES or MS4 permit and through the Chesapeake Bay Watershed Implementation Plan as required under the Bay TMDL. | \$3,125,000                           | \$22,725,000                  | Long term maintenance fees for new stormwater facilities. |
| <u>Joppatowne Area Watershed Restoration</u><br>This project will provide funds for dredging in the tidal areas of Foster Branch and Rumsey Island, required for boating access. A watershed assessment in 2012 provided prioritized recommendations for restoration projects.                                                                            | \$450,000                             | \$5,300,000                   | Long term maintenance fees for new stormwater facilities. |
| <u>Plumtree Run Watershed Restoration</u><br>The Plumtree Run Watershed is the most developed watershed in Harford County. This project will include prioritized recommendations including ten stream restorations and seven stormwater management retrofits.                                                                                             | \$1,175,000                           | \$7,443,452                   | Long term maintenance fees for new stormwater facilities. |
| <u>Riverside Area Watershed Restoration</u><br>This project will fund the restoration projects at Declaration Run in Riverside. This watershed discharges directly into Bush Creek and includes the Riverside community.                                                                                                                                  | \$1,075,000                           | \$5,785,886                   | Long term maintenance fees for new stormwater facilities. |



## CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET

| <u>Project Title/Description</u>                                                                                                                                                                                                                                                                                                  | <u>FY 17 Budget<br/>Appropriation</u> | <u>Total Project<br/>Cost</u> | <u>Operating Budget Impact</u>                            |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------|-----------------------------------------------------------|
| <b><i>STORMWATER MANAGEMENT PROJECTS (cont.):</i></b>                                                                                                                                                                                                                                                                             |                                       |                               |                                                           |
| <u>Sams Branch Watershed Restoration</u><br>Sams Branch Watershed drains from Edgewood Elementary School through the Edgewood Meadows community to Otter Point Creek. This project will fund restoration projects that were identified as part of the assessment and monitoring plan for this watershed.                          | \$200,000                             | \$3,172,922                   | Long term maintenance fees for new stormwater facilities. |
| <u>Wheel Creek Watershed Restoration</u><br>The Wheel Creek Watershed assessment prioritized recommendations for restoration projects, including four stream restorations and five stormwater management retrofit projects that provide the most cost effective improvements to water quality for the 435 acre watershed.         | \$550,000                             | \$6,989,607                   | Long term maintenance fees for new stormwater facilities. |
| <b><i>PUBLIC SAFETY PROJECTS:</i></b>                                                                                                                                                                                                                                                                                             |                                       |                               |                                                           |
| <u>700 MHz Wireless Radio System Equipment</u><br>This project provides funding to upgrade sites and equipment to accommodate 700 and 800 MHz channels and comply with the APCO P-25 technology standards. These upgrades are necessary to ensure interoperability with surrounding jurisdictions and the regional radio systems. | \$0                                   | \$21,693,992                  | Ongoing maintenance of radio equipment.                   |

## CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET

| <u>Project Title/Description</u>                                                                                                                                                                                                                                                                                                                                                                                                                                        | <u>FY 17 Budget<br/>Appropriation</u> | <u>Total Project<br/>Cost</u> | <u>Operating Budget Impact</u>                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b><i>PARKS AND RECREATION PROJECTS:</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                            |                                       |                               |                                                                                                                                                                                                                                                                                                                                                                              |
| <u>Athletic Field Improvements</u><br>Replacement of the stadium field and improvements to the running track at Fallston High School.                                                                                                                                                                                                                                                                                                                                   | \$1,550,000                           | \$13,900,000                  | Weekly maintenance, including field grooming and trash collection.                                                                                                                                                                                                                                                                                                           |
| <u>Canoe and Kayak Water Access</u><br>This project provides funding for construction of canoe and kayak launches along various waterways throughout the County. The project will provide additional recreation opportunities along waterways, such as Deer Creek.                                                                                                                                                                                                      | \$250,000                             | \$725,000                     | Weekly maintenance, including grass mowing and trash collection.                                                                                                                                                                                                                                                                                                             |
| <u>Emily Bayliss Graham Park</u><br>This project provides funding for development of Emily Bayliss Graham Park, a passive park site in Emmorton. The park will include trails, picnic pavilions and opportunities for the public to learn about the history of the site and surrounding community.                                                                                                                                                                      | \$200,000                             | \$2,600,000                   | Weekly maintenance, including trail maintenance and trash collection.                                                                                                                                                                                                                                                                                                        |
| <u>Parkland Acquisition</u><br>This project provides funding for acquisition of property to add to the County park inventory. The amount of acreage the Department is able to purchase is affected by the location and price of each parcel. Since 2006, the Department has added over 450 acres to its inventory. While not all of these sites required regular mowing at the time of their acquisition, most of the acreage will be developed into future park sites. | \$1,050,000                           | \$9,591,000                   | The department currently pays \$21 (approx)/acre for private contractors to mow at park sites. Assuming a site is mowed 22 times/mowing season; and only half of the added acreage (225) will be mowed, the cost to maintain this add'l acreage is \$106,425/mowing season. This is the equivalent of approximately 2 FTE Maintenance Worker I positions for the Department. |

## CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET

| <u>Project Title/Description</u>                                                                                                                                                                                                                                      | <u>FY 17 Budget<br/>Appropriation</u> | <u>Total Project<br/>Cost</u> | <u>Operating Budget Impact</u>                                                                                                                                                  |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HIGHWAYS PROJECTS:</b>                                                                                                                                                                                                                                             |                                       |                               |                                                                                                                                                                                 |
| <u>Efficiency Capital Investment Projects</u><br>This project will implement projects that will increase operational efficiency through reducing operating costs and the County's environmental footprint.                                                            | \$0                                   | \$355,000                     | These projects will result in reduced operating costs and increasing operator efficiency through strategic investment in energy efficient projects.                             |
| <u>Fleet Replacement</u><br>The purpose of this project is to replace existing vehicles and equipment that has exceeded their useful life.                                                                                                                            | \$1,700,000                           | \$13,942,000                  |                                                                                                                                                                                 |
| <u>Harford Area Metro Area Network</u><br>This project uses advanced telecommunications infrastructure to increase access to the web and other computer utilities for the citizens, businesses, and governmental entities within Harford County.                      | \$0                                   | \$930,000                     | There will be some costs incurred in annual maintenance fees for equipment. Also an opportunity for additional revenue to be generated by selling access through a third party. |
| <u>Refresh Program</u><br>This project is to refresh computers, network infrastructure, servers, storage, software and peripherals throughout the County.                                                                                                             | \$42,500                              | \$450,500                     | Ability to order large volume of computers at one time, reducing the impact of replacing too much equipment at one time.                                                        |
| <u>Safeguarding Business Operations</u><br>The purpose of this project is to integrate and modernize enterprise software applications and architecture across the County. Projects will include Enterprise Resource Planning, Applications, & Database modernization. | \$250,000                             | \$3,187,450                   | Annual license/maintenance fees associated with this project.                                                                                                                   |

## CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET

| <u>Project Title/Description</u>                                                                                                                                                                                                                 | <u>FY 17 Budget<br/>Appropriation</u> | <u>Total Project<br/>Cost</u> | <u>Operating Budget Impact</u>                                                                                                                                                  |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>HIGHWAYS PROJECTS (cont.):</b>                                                                                                                                                                                                                |                                       |                               |                                                                                                                                                                                 |
| <u>Resurfacing Roadways FY 17</u><br>The purpose of this project is to upgrade and overlay the County's 630+ miles of asphalt road.                                                                                                              | \$5,002,435                           | \$29,502,435                  | Potential for long term reductions in material costs for roadway repairs.                                                                                                       |
| <b>WATER AND SEWER PROJECTS:</b>                                                                                                                                                                                                                 |                                       |                               |                                                                                                                                                                                 |
| <u>Efficiency Capital Investment Projects</u><br>This project will implement projects that will increase operational efficiency through reducing operating costs and the County's environmental footprint.                                       | \$150,000                             | \$300,000                     | These projects will result in reducing operating costs and increasing operator efficiency through strategic investment in energy efficient projects.                            |
| <u>Underground &amp; Aboveground Storage Tank Management</u><br>This project will replace, repair and retrofit various aboveground and underground storage tanks to improve safety and reliability.                                              | \$0                                   | \$50,000                      | Impact will be minimal if repairs/replacements are proactively scheduled. Delayed repairs until failure would endanger the environment & cost exponentially more.               |
| <u>Refresh Program</u><br>This project is refresh computers, network infrastructure, servers, storage, software and peripherals throughout the County.                                                                                           | \$45,000                              | \$477,000                     | Ability to order large volume of computers at one time, reducing the impact of replacing too much equipment at one time.                                                        |
| <u>Harford Area Metro Area Network</u><br>This project uses advanced telecommunications infrastructure to increase access to the web and other computer utilities for the citizens, businesses, and governmental entities within Harford County. | \$0                                   | \$1,220,000                   | There will be some costs incurred in annual maintenance fees for equipment. Also an opportunity for additional revenue to be generated by selling access through a third party. |

## CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET

| <u>Project Title/Description</u>                                                                                                                                                                                                                                      | <u>FY 17 Budget<br/>Appropriation</u> | <u>Total Project<br/>Cost</u> | <u>Operating Budget Impact</u>                                                             |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|-------------------------------|--------------------------------------------------------------------------------------------|
| <b><i>WATER AND SEWER PROJECTS (cont.):</i></b>                                                                                                                                                                                                                       |                                       |                               |                                                                                            |
| <u>Safeguarding Business Operations</u><br>The purpose of this project is to integrate and modernize enterprise software applications and architecture across the County. Projects will include Enterprise Resource Planning, Applications, & Database modernization. | \$250,000                             | \$3,324,650                   | Annual license/maintenance fees associated with this project.                              |
| <u>Fleet Replacement</u><br>The purpose of this project is to replace existing vehicles and equipment that has exceeded their useful life.                                                                                                                            | \$800,000                             | \$8,103,530                   | Long term reductions in vehicle maintenance expenditures and downtime of needed equipment. |

Included in the FY 17 Capital Improvement Program are the following projects that have planned funding of future county bonds payable over 20 years. These projects 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.

**CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET**  
**PROJECTS THAT IMPACT DEBT SERVICE**

**PLANNED BOND FUNDING**

| <u>Project Title/Purpose</u>                                                                                                                                                                            | <u>FY 17<br/>Budget</u> | <u>FY 18</u> | <u>FY 19</u> | <u>FY 20</u> | <u>FY 21</u> | <u>FY 22</u> | <u>Total Bond<br/>Funding</u> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------|--------------|--------------|--------------|--------------|-------------------------------|
| <b>GENERAL PROJECTS:</b>                                                                                                                                                                                |                         |              |              |              |              |              |                               |
| <u>Facilities Repair Program</u><br>The purpose of this project is to repair and renovate buildings, roofs, parking lots, HVAC systems, etc.                                                            | 3,367,396               | 500,000      | 500,000      | 500,000      | 500,000      | 500,000      | \$5,867,396                   |
| <u>Fleet Maintenance Facility</u><br>This project will provide for engineering & design of a new Fleet Maintenance/Radio Shop facility.                                                                 | 1,000,000               | 0            | 0            | 0            | 0            | 0            | \$1,000,000                   |
| <u>Harford County Southern Resource Annex</u><br>This project will be closed and removed from the Capital Improvement Program and remaining bond funding will be transferred to other capital projects. | (2,917,328)             | 0            | 0            | 0            | 0            | 0            | (2,917,328)                   |
| <b>PUBLIC SAFETY:</b>                                                                                                                                                                                   |                         |              |              |              |              |              |                               |
| <u>New Emergency Operations Center Complex</u><br>Current bond funding on this project in the amount of \$3,000,000 is being transferred to other capital projects for FY 17.                           | (3,000,000)             | 0            | 0            | 0            | 0            | 0            | (3,000,000)                   |

**CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET**  
**PROJECTS THAT IMPACT DEBT SERVICE**

**PLANNED BOND FUNDING**

| <b><u>Project Title/Purpose</u></b>                                                                                                                                                                                         | <b><u>FY 17<br/>Budget</u></b> | <b><u>FY 18</u></b> | <b><u>FY 19</u></b> | <b><u>FY 20</u></b> | <b><u>FY 21</u></b> | <b><u>FY 22</u></b> | <b><u>Total Bond<br/>Funding</u></b> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------------------------|
| <b><i>STORMWATER MANAGEMENT PROJECTS:</i></b>                                                                                                                                                                               |                                |                     |                     |                     |                     |                     |                                      |
| <u>Bynum Run @ St. Andrews Water Stream Restoration</u><br>This project provides for the design and construction of a stream restoration at Bynum Run.                                                                      | 0                              | 600,000             | 0                   | 0                   | 0                   | 0                   | \$600,000                            |
| <u>County Owned Watershed Restoration Improvements</u><br>Funding will be provided for projects designed and constructed to reduce pollutant loading and improve water quality of the streams and rivers in Harford County. | 2,100,000                      | 1,950,000           | 2,650,000           | 2,750,000           | 3,000,000           | 3,100,000           | \$15,550,000                         |
| <u>Joppatowne Area Watershed Restoration</u><br>Dredging and restoration in the areas of Foster Branch and Rumsey Island in Joppatowne.                                                                                     | 250,000                        | 400,000             | 400,000             | 400,000             | 400,000             | 400,000             | \$2,250,000                          |
| <u>Plumtree Run Watershed Restoration</u><br>Stream restoration and stormwater management retrofit in the Plumtree Run Watershed.                                                                                           | 600,000                        | 400,000             | 400,000             | 400,000             | 400,000             | 400,000             | \$2,600,000                          |
| <u>Riverside Area Watershed Restoration</u><br>Restoration projects in the Riverside Area Watershed including Declaration Run, Bush Creek and the Riverside community.                                                      | 400,000                        | 400,000             | 400,000             | 400,000             | 400,000             | 400,000             | \$2,400,000                          |
| <u>Sams Branch Watershed Restoration</u><br>Provides for restoration of the Sams Branch Watershed from Edgewood Elementary School through the Edgewood Meadows Community.                                                   | 50,000                         | 300,000             | 300,000             | 300,000             | 300,000             | 300,000             | \$1,550,000                          |

**CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET**  
**PROJECTS THAT IMPACT DEBT SERVICE**

**PLANNED BOND FUNDING**

| <u>Project Title/Purpose</u>                                                                                                                                                                          | <u>FY 17<br/>Budget</u> | <u>FY 18</u> | <u>FY 19</u> | <u>FY 20</u> | <u>FY 21</u> | <u>FY 22</u> | <u>Total Bond<br/>Funding</u> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------|--------------|--------------|--------------|--------------|-------------------------------|
| <b><i>STORMWATER MANAGEMENT PROJECTS:</i></b>                                                                                                                                                         |                         |              |              |              |              |              |                               |
| <u>Septic System Disconnection</u><br>This project provides funding to connect septic systems to sanitary sewers.                                                                                     | 50,000                  | 50,000       | 50,000       | 50,000       | 50,000       | 50,000       | \$300,000                     |
| <u>Sunnyview Stream Restoration</u><br>Design & construction of a stream restoration on the Farnandis Branch, a tributary of Bynum Run.                                                               | 300,000                 | 0            | 0            | 0            | 0            | 0            | \$300,000                     |
| <u>Watershed Restoration Assessment</u><br>This project provides funding for management tools used to develop programs to address water quality issues.                                               | 1,200,000               | 1,200,000    | 1,200,000    | 1,200,000    | 1,200,000    | 1,200,000    | \$7,200,000                   |
| <u>Watershed Restoration Improvements</u><br>This project will provide funding to reduce pollutant loading and improve water quality of the streams and rivers in Harford County.                     | 450,000                 | 400,000      | 400,000      | 400,000      | 400,000      | 400,000      | \$2,450,000                   |
| <u>Watershed Restoration Maintenance</u><br>This project provides funding for the annual maintenance of watershed restoration projects including but not limited to new stormwater retrofit projects. | 100,000                 | 100,000      | 100,000      | 100,000      | 100,000      | 100,000      | \$600,000                     |
| <u>Wheel Creek Watershed Restoration</u><br>This project provides funding for prioritized restoration projects including 4 stream restorations and 5 stormwater management retrofit projects.         | 400,000                 | 150,000      | 150,000      | 150,000      | 0            | 0            | \$850,000                     |



**CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET**  
**PROJECTS THAT IMPACT DEBT SERVICE**

**PLANNED BOND FUNDING**

| <u>Project Title/Purpose</u>                                                                                                                                        | <u>FY 17<br/>Budget</u> | <u>FY 18</u> | <u>FY 19</u> | <u>FY 20</u> | <u>FY 21</u> | <u>FY 22</u> | <u>Total Bond<br/>Funding</u> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------|--------------|--------------|--------------|--------------|-------------------------------|
| <b><i>HARFORD COMMUNITY COLLEGE:</i></b>                                                                                                                            |                         |              |              |              |              |              |                               |
| <u>Fallston Hall Renovations</u><br>This project provides funding for capital renovation of the 24,728 GSF classroom building.                                      | 0                       | 268,515      | 2,685,609    | 321,300      | 0            | 0            | \$3,275,424                   |
| <b><i>BOARD OF EDUCATION:</i></b>                                                                                                                                   |                         |              |              |              |              |              |                               |
| <u>Darlington Elementary School Comprehensive HVAC Project</u><br>This project provides funding to put the school on one HVAC system.                               | 414,948                 | 0            | 0            | 0            | 0            | 0            | \$414,948                     |
| <u>Joppatowne Elementary School</u><br>Prior bond funds are being removed from this project to correct a financial issue.                                           | (16,948)                | 0            | 0            | 0            | 0            | 0            | -\$16,948                     |
| <u>Riverside ES HVAC Systemic Renovation</u><br>This project provides funding to replace the HVAC system throughout the school.                                     | 4,716,000               | 0            | 0            | 0            | 0            | 0            | \$4,716,000                   |
| <u>Roof Replacement - Joppatowne High School</u><br>This project provides funding to replace the roof and prevent damage to the interior of Joppatowne High School. | 1,115,000               | 0            | 0            | 0            | 0            | 0            | \$1,115,000                   |
| <u>William Paca/Old Post ES Open Space Enclosure</u><br>This project will enclose open space classrooms at William Paca/Old Post Elementary School.                 | 1,261,000               | 0            | 0            | 0            | 0            | 0            | \$1,261,000                   |
| <u>William S. James ES Open Space Enclosure</u><br>This project will provide funding to enclose open space classrooms at William S. James Elementary School.        | 691,000                 | 0            | 0            | 0            | 0            | 0            | \$691,000                     |

**CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET**  
**PROJECTS THAT IMPACT DEBT SERVICE**

**PLANNED BOND FUNDING**

| <b><u>Project Title/Purpose</u></b>                                                                                                                                                                                     | <b><u>FY 17<br/>Budget</u></b> | <b><u>FY 18</u></b> | <b><u>FY 19</u></b> | <b><u>FY 20</u></b> | <b><u>FY 21</u></b> | <b><u>FY 22</u></b> | <b><u>Total Bond<br/>Funding</u></b> |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|--------------------------------------|
| <b><i>BOARD OF EDUCATION:</i></b>                                                                                                                                                                                       |                                |                     |                     |                     |                     |                     |                                      |
| <u>Youth's Benefit Elementary School Replacement</u><br>This is the second phase of the replacement of YBES, to replace a two building campus with one replacement.                                                     | 2,419,000                      | 0                   | 0                   | 0                   | 0                   | 0                   | \$2,419,000                          |
| <u>Havre de Grace Middle/High School Replacement</u><br>This project plans for the replacement of a two building campus, combining the middle and high school into one facility, per a scope study and recommendations. | 0                              | 26,322,000          | 31,515,000          | 9,950,000           | 0                   | 0                   | \$67,787,000                         |
| <u>Major HVAC Repairs</u><br>This project provides funding for large major equipment repairs and replacement of HVAC equipment at various school buildings.                                                             | 0                              | 0                   | 0                   | 1,000,000           | 1,000,000           | 1,000,000           | \$3,000,000                          |
| <u>Major Roof Repair/Replacement</u><br>This capital project provides funding for large major repairs and replacement of roofs for Harford County Public Schools.                                                       | 0                              | 0                   | 0                   | 750,000             | 750,000             | 750,000             | \$2,250,000                          |
| <b><i>PARKS AND RECREATION:</i></b>                                                                                                                                                                                     |                                |                     |                     |                     |                     |                     |                                      |
| <u>Athletic Field Improvements</u><br>Funding provides for major improvements to athletic fields at various locations throughout the County by the installation of synthetic turf.                                      | 1,550,000                      | 150,000             | 1,025,000           | 575,000             | 575,000             | 575,000             | \$4,450,000                          |
| <u>Swan Harbor Farm Improvements</u><br>This project proposes renovations and improvements at Swan Harbor Farm, to include a hiker/biker trail and additional parking.                                                  | 0                              | 0                   | 0                   | 1,050,000           | 0                   | 0                   | \$1,050,000                          |

**CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET**  
**PROJECTS THAT IMPACT DEBT SERVICE**

**PLANNED BOND FUNDING**

| <u>Project Title/Purpose</u>                                                                                                                                                                                          | <u>FY 17<br/>Budget</u> | <u>FY 18</u>      | <u>FY 19</u>      | <u>FY 20</u>      | <u>FY 21</u>      | <u>FY 22</u>      | <u>Total Bond<br/>Funding</u> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------------------|
| <b><i>PARKS AND RECREATION:</i></b>                                                                                                                                                                                   |                         |                   |                   |                   |                   |                   |                               |
| <u>Aberdeen Activity Center</u><br>This project will provide for a multi-purpose center to serve leisure needs for all ages in the Aberdeen community.                                                                | 0                       | 0                 | 0                 | 500,000           | 8,000,000         | 0                 | \$8,500,000                   |
| <u>Enlarged Gymnasiums &amp; Joint Facilities</u><br>Funding provides for the construction of shared facilities at joint facilities at public schools such as enlarged gyms, activity rooms and recreational storage. | 0                       | 600,000           | 0                 | 0                 | 0                 | 0                 | \$600,000                     |
| <u>Jarrettsville Recreation Center</u><br>This project proposes a multi-purpose center to serve the leisure needs for all ages in the Jarrettsville community.                                                        | 0                       | 0                 | 0                 | 0                 | 0                 | 6,500,000         | \$6,500,000                   |
| <u>Joppa/Joppatowne Youth/Senior Center</u><br>Project proposes funding for a multi-purpose center to serve the leisure needs for all ages in the Joppa/Joppatowne community.                                         | 0                       | 0                 | 0                 | 0                 | 0                 | 500,000           | \$500,000                     |
| <b><i>PARKS AND RECREATION:</i></b>                                                                                                                                                                                   |                         |                   |                   |                   |                   |                   |                               |
| <u>Northern Regional Park</u><br>Project proposes a regional recreation facility to serve multiple recreation councils in the northern part of the County.                                                            | 0                       | 0                 | 0                 | 0                 | 0                 | 500,000           | \$500,000                     |
| <b><u>TOTAL PLANNED 20 YEAR GENERAL FUND BONDS:</u></b>                                                                                                                                                               | <b>16,500,068</b>       | <b>33,790,515</b> | <b>41,775,609</b> | <b>20,796,300</b> | <b>17,075,000</b> | <b>16,675,000</b> | <b>\$146,612,492</b>          |

**CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET**  
**PROJECTS THAT IMPACT DEBT SERVICE**

**PLANNED BOND FUNDING**

| <u>Project Title/Purpose</u>                                                                                                                                                                   | <u>FY 17<br/>Budget</u> | <u>FY 18</u> | <u>FY 19</u> | <u>FY 20</u> | <u>FY 21</u> | <u>FY 22</u> | <u>Total Bond<br/>Funding</u> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------|--------------|--------------|--------------|--------------|-------------------------------|
| <b>HIGHWAYS FUND PROJECTS:</b>                                                                                                                                                                 |                         |              |              |              |              |              |                               |
| <u>Abingdon Road Bridge #169 over CSX</u><br>This project replaces the existing bridge over the CSX.                                                                                           | 100,000                 | 2,500,000    | 0            | 0            | 0            | 0            | \$2,600,000                   |
| <u>Chestnut Hill Bridge #40</u><br>This project will replace the existing Chestnut Hill Road Bridge.                                                                                           | 80,000                  | 170,000      | 0            | 0            | 0            | 0            | \$250,000                     |
| <u>Glenville Road Bridge #30</u><br>This project is to replace the bridge that carries Glenville Road over Mill Brook.                                                                         | 20,000                  | 25,000       | 209,000      | 0            | 0            | 0            | \$254,000                     |
| <u>Green Road Bridges #119 and #122</u><br>This project is to replace the bridges that carry Green Road over a tributary of Deer Creek.                                                        | 404,559                 | 0            | 0            | 0            | 0            | 0            | \$404,559                     |
| <u>Johnson Mill Road Bridge #45</u><br>This project is to replace the Johnson Mill Road Bridge #45 over Stout Bottle Branch.                                                                   | 140,000                 | 10,000       | 0            | 470,000      | 0            | 0            | \$620,000                     |
| <u>Macton Road Bridge #145</u><br>This project has been completed and remaining bond funding will be transferred to another capital project.                                                   | (44,559)                | 0            | 0            | 0            | 0            | 0            | (44,559)                      |
| <u>New Park Road Bridge #125</u><br>This project is to replace the bridge that carries New Park Road over Island Branch. The existing bridge is narrow and poorly aligned with the approaches. | 400,000                 | 0            | 0            | 0            | 0            | 0            | \$400,000                     |

**CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET**  
**PROJECTS THAT IMPACT DEBT SERVICE**

**PLANNED BOND FUNDING**

| <u>Project Title/Purpose</u>                                                                                                                  | <u>FY 17<br/>Budget</u> | <u>FY 18</u> | <u>FY 19</u> | <u>FY 20</u> | <u>FY 21</u> | <u>FY 22</u> | <u>Total Bond<br/>Funding</u> |
|-----------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------|--------------|--------------|--------------|--------------|-------------------------------|
| <b><i>HIGHWAYS FUND PROJECTS:</i></b>                                                                                                         |                         |              |              |              |              |              |                               |
| <u>Phillips Mill Road Bridge #70</u><br>This project will replace the bridge that carries Phillips Mill Road over a tributary to East Branch. | 50,000                  | 0            | 1,375,000    | 0            | 0            | 0            | \$1,425,000                   |
| <u>Stafford Road Bridge #24</u><br>This bridge carries Stafford Road over Deer Creek.                                                         | 40,000                  | 800,000      | 0            | 0            | 0            | 0            | \$840,000                     |
| <u>Boggs Road Bridge #66</u><br>This project will replace the bridge that carries Boggs Road over Long Branch.                                | 0                       | 0            | 200,000      | 20,000       | 0            | 770,000      | \$990,000                     |
| <u>Deep Run Road Bridge #152</u><br>This project is to replace the bridge that carries Deep Run Road over Deep Run.                           | 0                       | 0            | 175,000      | 10,000       | 0            | 550,000      | \$735,000                     |
| <u>Fawn Grove Road Bridge #132</u><br>This project will replace the bridge that carries Fawn Grove Road over Falling Branch.                  | 0                       | 225,000      | 50,000       | 800,000      | 0            | 0            | \$1,075,000                   |
| <u>Glen Cove Road Bridge #156</u><br>This project is to replace the bridge that carries Glen Cove Road over Peddler Run.                      | 0                       | 800,000      | 0            | 0            | 0            | 0            | \$800,000                     |
| <u>Moore's Road Bridge #78</u><br>This project will replace the bridge that carries Moore's Road over a tributary to Gunpowder Falls.         | 0                       | 0            | 200,000      | 25,000       | 0            | 700,000      | \$925,000                     |

**CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET**  
**PROJECTS THAT IMPACT DEBT SERVICE**

**PLANNED BOND FUNDING**

| <u>Project Title/Purpose</u>                                                                                                                     | <u>FY 17<br/>Budget</u> | <u>FY 18</u>     | <u>FY 19</u>     | <u>FY 20</u>     | <u>FY 21</u>   | <u>FY 22</u>     | <u>Total Bond<br/>Funding</u> |
|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|------------------|------------------|------------------|----------------|------------------|-------------------------------|
| <b>HIGHWAYS FUND PROJECTS:</b>                                                                                                                   |                         |                  |                  |                  |                |                  |                               |
| <u>Scarboro Road Bridge #140</u><br>This project will replace the bridge that carries Scarboro Road over a tributary to Deer Creek.              | 0                       | 150,000          | 0                | 10,000           | 0              | 0                | \$160,000                     |
| <u>Snake Lane Bridge #31</u><br>This project will replace Snake Lane Bridge #31 over James Run.                                                  | 0                       | 0                | 600,000          | 0                | 0              | 0                | \$600,000                     |
| <u>Moore's Mill Road</u><br>This project consists of improving Moore's Mill Road, which is a connector road between two State roads.             | 1,900,975               | 0                | 0                | 0                | 0              | 0                | \$1,900,975                   |
| <u>Tollgate Road (W. Ring Factory Rd. to Plumtree Rd.)</u><br>This project will complete the "missing" road segment to the south of Plumtree Rd. | 2,330,000               | 0                | 0                | 0                | 0              | 0                | \$2,330,000                   |
| <u>Wheel Road (Laurel Bush to Fairway)</u><br>Prior bond funding has been reappropriated to the Moore's Mill Road Capital project.               | (222,311)               | 0                | 0                | 0                | 0              | 0                | (222,311)                     |
| <u>Bata Boulevard Access Road</u><br>This project will construct an access road from MD 543 directly to Bata Boulevard.                          | 0                       | 150,000          | 0                | 0                | 450,000        | 0                | \$600,000                     |
| <u>Schucks Road Improvements</u><br>This project is to replace the existing culvert on Schucks Road at Edwards Lane.                             | 0                       | 1,275,000        | 0                | 0                | 0              | 0                | \$1,275,000                   |
| <b><u>TOTAL PLANNED 20 YEAR HIGHWAYS FUND BONDS:</u></b>                                                                                         | <b>5,198,664</b>        | <b>6,105,000</b> | <b>2,809,000</b> | <b>1,335,000</b> | <b>450,000</b> | <b>2,020,000</b> | <b>\$17,917,664</b>           |

**CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET**  
**PROJECTS THAT IMPACT DEBT SERVICE**

**PLANNED BOND FUNDING**

| <u>Project Title/Purpose</u>                                                                                                                                                                                                                                                                                   | <u>FY 17<br/>Budget</u> | <u>FY 18</u> | <u>FY 19</u> | <u>FY 20</u> | <u>FY 21</u> | <u>FY 22</u> | <u>Total Bond<br/>Funding</u> |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------|--------------|--------------|--------------|--------------|-------------------------------|
| <b>WATER AND SEWER FUND PROJECTS:</b>                                                                                                                                                                                                                                                                          |                         |              |              |              |              |              |                               |
| <u>Site Acquisition</u><br>This project will for the site acquisition of needed land for future development of water and sewer facilities to meet the demand of future growth inside the development envelope.                                                                                                 | (364,927)               | 0            | 0            | 0            | 0            | 0            | (364,927)                     |
| <u>Site Acquisition 17</u><br>This project will for the site acquisition of needed land for future development of water and sewer facilities to meet the demand of future growth inside the development envelope.                                                                                              | 364,927                 | 0            | 0            | 0            | 0            | 0            | \$364,927                     |
| <u>Central W&amp;S Laboratory</u><br>This project provides funds for the design and construction of a central consolidated laboratory for the Division of Water and Sewer.                                                                                                                                     | 0                       | 0            | 0            | 400,000      | 3,950,000    | 0            | \$4,350,000                   |
| <u>Havre de Grace Water Treatment Plant Upgrade</u><br>This project will allow for the addition of the third treatment unit and various upgrades to the existing plant to replace the capacity of the system as Havre de Grace buys their water supply capacity back within the terms of the 1980's agreement. | 0                       | 0            | 0            | 300,000      | 0            | 2,700,000    | \$3,000,000                   |
| <u>Oak Grove Booster Station</u><br>This project will provide for the County's portion of a new water booster station, to allow for abandonment of the existing Woodbridge station.                                                                                                                            | 0                       | 330,000      | 0            | 0            | 0            | 0            | \$330,000                     |

**CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET**  
**PROJECTS THAT IMPACT DEBT SERVICE**

**PLANNED BOND FUNDING**

| <u>Project Title/Purpose</u>                                                                                                                                                                                                 | <u>FY 17<br/>Budget</u> | <u>FY 18</u> | <u>FY 19</u> | <u>FY 20</u> | <u>FY 21</u> | <u>FY 22</u> | <u>Total Bond<br/>Funding</u> |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|--------------|--------------|--------------|--------------|--------------|-------------------------------|
| <b><i>WATER AND SEWER FUND PROJECTS:</i></b>                                                                                                                                                                                 |                         |              |              |              |              |              |                               |
| <u>Replacement of Water Booster Station SCADA</u><br>This project will allow for a study to select the appropriate replacement system for Water Booster Station Supervisory Control and Data Acquisition (SCADA) system.     | 0                       | 1,200,000    | 0            | 0            | 0            | 0            | \$1,200,000                   |
| <u>Rt. 7 Transmission Parallel Phase 1</u><br>This project shall allow for the design and construction of approximately 2,000 linear feet of 12" water main from Edgewood Road to Fashion Way.                               | 0                       | 0            | 0            | 250,000      | 0            | 2,275,000    | \$2,525,000                   |
| <u>Rt. 7 Transmission Parallel Phase 2</u><br>This project will allow for the design and construction of approximately 7,500 linear feet of 12" water main from Fashion Way to Clayton Road to Route 40.                     | 0                       | 0            | 0            | 0            | 900,000      | 7,950,000    | \$8,850,000                   |
| <u>US 40 and Rt. 159 SHA Water Relocation</u><br>It is required that the County pay for water relocation of County lines that are in SHA right of way. This project will allow for approximately 1,100 lf of reconstruction. | 0                       | 0            | 1,200,000    | 0            | 0            | 0            | \$1,200,000                   |
| <u>Bill Bass PS FM Replacement</u><br>This project will allow for the funding, design and construction of a new replacement force main to the Bill Bass Pump Station.                                                        | 89,718                  | 5,150,000    | 5,150,000    | 0            | 0            | 0            | \$10,389,718                  |



**CAPITAL PROJECTS THAT IMPACT THE OPERATING BUDGET**  
**PROJECTS THAT IMPACT DEBT SERVICE**

**PLANNED BOND FUNDING**

| <u>Project Title/Purpose</u>                                                                                                                                                                                                                      | <u>FY 17<br/>Budget</u>  | <u>FY 18</u>             | <u>FY 19</u>             | <u>FY 20</u>             | <u>FY 21</u>             | <u>FY 22</u>             | <u>Total Bond<br/>Funding</u> |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|-------------------------------|
| <b>WATER AND SEWER FUND PROJECTS:</b>                                                                                                                                                                                                             |                          |                          |                          |                          |                          |                          |                               |
| <u>Bio Solids Facilities Enhancements</u><br>This project is to fund the enhancements to our bio solids treatment facilities and bio solids recycling/disposal program.                                                                           | 700,000                  | 3,750,000                | 0                        | 0                        | 0                        | 0                        | \$4,450,000                   |
| <u>Bynum Run Interceptor Phase 6&amp;7</u><br>This project will provide for the funding of design, permits & construction of a parallel to the existing Bynum Run Interceptor from Wheel Road to the Plumtree Road Interceptor.                   | 400,000                  | 0                        | 3,500,000                | 3,500,000                | 0                        | 0                        | \$7,400,000                   |
| <u>Sod Run Facility Improvements</u><br>This project will provide for studies, design and construction of improvements to various tanks, vaults, buildings, electrical systems, and instrumentation equipment approaching its useful end of life. | 0                        | 0                        | 1,300,000                | 1,000,000                | 700,000                  | 1,000,000                | \$4,000,000                   |
| <u>Ah-Ha Collector Upgrade</u><br>This project will provide for the design and construction of the Ah-Ha collector.                                                                                                                               | 0                        | 0                        | 0                        | 0                        | 950,000                  | 1,000,000                | \$1,950,000                   |
| <u>Edgewood Interceptor Sewer Parallel</u><br>This project will fund the design and construction of approximately 9,000 linear feet of 36 inch parallel sewer between Bill Bass Pump Station and Winter's Run Outfall Sewer.                      | 0                        | 0                        | 0                        | 3,600,000                | 10,500,000               | 0                        | \$14,100,000                  |
| <b><u>TOTAL PLANNED 20 YEAR WATER &amp; SEWER FUND BONDS:</u></b>                                                                                                                                                                                 | <b><u>1,189,718</u></b>  | <b><u>10,100,000</u></b> | <b><u>11,150,000</u></b> | <b><u>8,350,000</u></b>  | <b><u>13,050,000</u></b> | <b><u>12,225,000</u></b> | <b><u>\$56,064,718</u></b>    |
| <b><u>TOTAL PLANNED 20 ALL FUNDS BONDS:</u></b>                                                                                                                                                                                                   | <b><u>22,888,450</u></b> | <b><u>49,995,515</u></b> | <b><u>55,734,609</u></b> | <b><u>30,481,300</u></b> | <b><u>30,575,000</u></b> | <b><u>30,920,000</u></b> | <b><u>\$220,594,874</u></b>   |

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE                           | TOTAL<br>COST        | PRIOR<br>APPROP      | BUDGET<br>YEAR<br>FY 2017 | FY 2018           | FIVE YEAR CAPITAL PROGRAM |                   |                   |                   |
|-----------------------------------------|----------------------|----------------------|---------------------------|-------------------|---------------------------|-------------------|-------------------|-------------------|
|                                         |                      |                      |                           |                   | FY 2019                   | FY 2020           | FY 2021           | FY 2022           |
| <b>TOTAL COUNTY BY CATEGORY</b>         |                      |                      |                           |                   |                           |                   |                   |                   |
| <u>GENERAL FUND</u>                     |                      |                      |                           |                   |                           |                   |                   |                   |
| General Capital                         | 175,144,688          | 129,058,328          | 23,211,360                | 4,175,000         | 4,675,000                 | 4,675,000         | 4,675,000         | 4,675,000         |
| Water Resources                         | 75,802,508           | 19,577,508           | 10,350,000                | 8,975,000         | 9,075,000                 | 9,175,000         | 9,275,000         | 9,375,000         |
| Sheriff/Emergency/Fire                  | 80,933,659           | 78,433,659           | (1,900,000)               | 1,200,000         | 800,000                   | 800,000           | 800,000           | 800,000           |
| Harford Community College               | 37,579,302           | 30,443,302           | 0                         | 585,000           | 5,851,000                 | 700,000           | 0                 | 0                 |
| Library                                 | 15,167,712           | 14,481,947           | (314,235)                 | 200,000           | 200,000                   | 200,000           | 200,000           | 200,000           |
| Board of Education                      | 504,647,680          | 389,250,732          | 19,745,948                | 36,100,000        | 39,001,000                | 13,550,000        | 3,500,000         | 3,500,000         |
| <b>SUB-TOTAL GENERAL FUND PROJECTS</b>  | <b>889,275,549</b>   | <b>661,245,476</b>   | <b>51,093,073</b>         | <b>51,235,000</b> | <b>59,602,000</b>         | <b>29,100,000</b> | <b>18,450,000</b> | <b>18,550,000</b> |
| <u>SOLID WASTE SERVICES</u>             | <u>46,869,767</u>    | <u>45,269,767</u>    | <u>1,100,000</u>          | <u>500,000</u>    | <u>0</u>                  | <u>0</u>          | <u>0</u>          | <u>0</u>          |
| <u>PARKS &amp; RECREATION</u>           | <u>122,980,327</u>   | <u>65,485,327</u>    | <u>8,135,000</u>          | <u>5,415,000</u>  | <u>6,955,000</u>          | <u>8,785,000</u>  | <u>14,865,000</u> | <u>13,340,000</u> |
| <u>HIGHWAYS FUND</u>                    |                      |                      |                           |                   |                           |                   |                   |                   |
| Bridges                                 | 52,380,008           | 29,115,008           | 2,630,000                 | 7,215,000         | 5,295,000                 | 3,345,000         | 1,650,000         | 3,130,000         |
| Roadways                                | 42,361,642           | 26,752,978           | 6,183,664                 | 2,675,000         | 1,350,000                 | 1,300,000         | 2,300,000         | 1,800,000         |
| Resurfacing                             | 47,059,892           | 17,557,457           | 5,002,435                 | 4,500,000         | 4,700,000                 | 4,900,000         | 5,100,000         | 5,300,000         |
| Other                                   | 26,553,856           | 17,376,453           | 2,442,403                 | 1,582,500         | 1,582,500                 | 1,190,000         | 1,190,000         | 1,190,000         |
| <b>TOTAL HIGHWAYS PROJECTS</b>          | <b>168,355,398</b>   | <b>90,801,896</b>    | <b>16,258,502</b>         | <b>15,972,500</b> | <b>12,927,500</b>         | <b>10,735,000</b> | <b>10,240,000</b> | <b>11,420,000</b> |
| <u>WATER &amp; SEWER FUNDS</u>          |                      |                      |                           |                   |                           |                   |                   |                   |
| Water Projects                          | 149,287,407          | 113,595,877          | 1,645,000                 | 3,615,000         | 3,837,000                 | 4,626,100         | 6,922,405         | 15,046,025        |
| Sewer Projects                          | 165,467,024          | 120,652,024          | 2,040,000                 | 9,000,000         | 10,250,000                | 8,500,000         | 12,450,000        | 2,575,000         |
| <b>TOTAL WATER &amp; SEWER PROJECTS</b> | <b>314,754,431</b>   | <b>234,247,901</b>   | <b>3,685,000</b>          | <b>12,615,000</b> | <b>14,087,000</b>         | <b>13,126,100</b> | <b>19,372,405</b> | <b>17,621,025</b> |
| <b>COUNTY TOTAL BY PROJECTS</b>         | <b>1,542,235,472</b> | <b>1,097,050,367</b> | <b>80,271,575</b>         | <b>85,737,500</b> | <b>93,571,500</b>         | <b>61,746,100</b> | <b>62,927,405</b> | <b>60,931,025</b> |

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE | TOTAL<br>COST | PRIOR<br>APPROP | BUDGET<br>YEAR<br>FY 2017 | FY 2018 | FIVE YEAR CAPITAL PROGRAM |         |         |         |
|---------------|---------------|-----------------|---------------------------|---------|---------------------------|---------|---------|---------|
|               |               |                 |                           |         | FY 2019                   | FY 2020 | FY 2021 | FY 2022 |

TOTAL COUNTY BY FUND SOURCE

|                    |             |             |            |            |            |            |            |            |
|--------------------|-------------|-------------|------------|------------|------------|------------|------------|------------|
| Paygo              | 280,678,993 | 172,866,664 | 16,215,799 | 17,952,500 | 17,894,500 | 19,901,100 | 17,687,405 | 18,161,025 |
| Prior Paygo        | 0           | 0           | 0          | 0          | 0          | 0          | 0          | 0          |
| Impact Fee         | 0           | 0           | 0          | 0          | 0          | 0          | 0          | 0          |
| Future Bonds       | 228,181,424 | 0           | 22,795,000 | 50,325,515 | 56,784,609 | 30,131,300 | 34,525,000 | 33,620,000 |
| Prior Bonds        | 606,942,830 | 606,849,380 | 93,450     | 0          | 0          | 0          | 0          | 0          |
| Reappropriated     | 37,919,014  | 34,487,388  | 3,431,626  | 0          | 0          | 0          | 0          | 0          |
| Transfer Tax       | 26,837,026  | 19,337,026  | 7,500,000  | 0          | 0          | 0          | 0          | 0          |
| Recordation Tax    | 45,518,933  | 22,018,933  | 9,955,000  | 2,155,000  | 2,040,000  | 2,790,000  | 2,855,000  | 3,705,000  |
| State              | 203,839,357 | 156,561,781 | 12,148,000 | 11,219,485 | 12,641,391 | 5,343,700  | 2,925,000  | 3,000,000  |
| Program Open Space | 16,401,000  | 9,326,000   | 1,000,000  | 1,575,000  | 1,450,000  | 1,000,000  | 800,000    | 1,250,000  |
| Federal            | 33,915,688  | 22,525,038  | 4,419,650  | 1,825,000  | 1,936,000  | 450,000    | 2,150,000  | 610,000    |
| Developer          | 6,027,381   | 4,007,731   | 1,214,650  | 205,000    | 175,000    | 125,000    | 150,000    | 150,000    |
| Other              | 48,323,059  | 41,419,659  | 1,498,400  | 480,000    | 650,000    | 2,005,000  | 1,835,000  | 435,000    |
| Lease Purchase     | 7,650,767   | 7,650,767   | 0          | 0          | 0          | 0          | 0          | 0          |

|                                |               |               |            |            |            |            |            |            |
|--------------------------------|---------------|---------------|------------|------------|------------|------------|------------|------------|
| COUNTY TOTAL BY FUNDING SOURCE | 1,542,235,472 | 1,097,050,367 | 80,271,575 | 85,737,500 | 93,571,500 | 61,746,100 | 62,927,405 | 60,931,025 |
|--------------------------------|---------------|---------------|------------|------------|------------|------------|------------|------------|

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE | TOTAL<br>COST | PRIOR<br>APPROP | BUDGET<br>YEAR<br>FY 2017 | FY 2018 | FIVE YEAR CAPITAL PROGRAM |         |         |         |
|---------------|---------------|-----------------|---------------------------|---------|---------------------------|---------|---------|---------|
|               |               |                 |                           |         | FY 2019                   | FY 2020 | FY 2021 | FY 2022 |

GENERAL FUND

GENERAL CAPITAL

FY 17 Funded Projects:

|                                                       |            |            |             |           |           |           |           |           |
|-------------------------------------------------------|------------|------------|-------------|-----------|-----------|-----------|-----------|-----------|
| Aberdeen Library Roof and Windows                     | 388,000    | 0          | 388,000     | 0         | 0         | 0         | 0         | 0         |
| Bel Air Parking Garage                                | 730,000    | 645,000    | 85,000      | 0         | 0         | 0         | 0         | 0         |
| Board of Education Debt Service 17                    | 17,800,000 | 0          | 17,800,000  | 0         | 0         | 0         | 0         | 0         |
| Facilities Repair Program                             | 22,312,301 | 16,344,905 | 3,467,396   | 500,000   | 500,000   | 500,000   | 500,000   | 500,000   |
| Fleet Maintenance Facility                            | 1,150,000  | 150,000    | 1,000,000   | 0         | 0         | 0         | 0         | 0         |
| Fleet Replacement                                     | 16,540,000 | 5,540,000  | 1,500,000   | 1,500,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Harford County Southern Resource Annex                | 10,821,326 | 14,410,362 | (3,589,036) | 0         | 0         | 0         | 0         | 0         |
| Infrastructure Efficiency Capital Investment Projects | 1,130,000  | 905,000    | 100,000     | 25,000    | 25,000    | 25,000    | 25,000    | 25,000    |
| Refresh Program                                       | 3,385,000  | 2,485,000  | 150,000     | 150,000   | 150,000   | 150,000   | 150,000   | 150,000   |
| Safeguarding Business Operations                      | 24,075,400 | 12,075,400 | 2,000,000   | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 | 2,000,000 |
| Underground & Aboveground Storage Tank Management     | 505,000    | 195,000    | 310,000     | 0         | 0         | 0         | 0         | 0         |

Open Projects:

|                                                       |            |            |   |   |   |   |   |   |
|-------------------------------------------------------|------------|------------|---|---|---|---|---|---|
| Automated External Difibrillators (AEDs)              | 20,000     | 20,000     | 0 | 0 | 0 | 0 | 0 | 0 |
| Board of Education Debt Service 16                    | 16,600,000 | 16,600,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Citizens Care Center                                  | 2,000,000  | 2,000,000  | 0 | 0 | 0 | 0 | 0 | 0 |
| Courthouse Building Repairs                           | 5,034,900  | 5,034,900  | 0 | 0 | 0 | 0 | 0 | 0 |
| Countywide Facilities Master Plan Study               | 1,950,000  | 1,950,000  | 0 | 0 | 0 | 0 | 0 | 0 |
| 45 South Main Street - Add Emergency Power            | 600,000    | 600,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| GIS Update                                            | 250,000    | 250,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Harford County Agricultural Research & Exposition Ctr | 300,000    | 300,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| HMAN (Harford County Metro Area Network)              | 16,200,000 | 16,200,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Havre de Grace Opera House Renovations                | 750,000    | 750,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Hosanna School                                        | 240,000    | 240,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Humane Society                                        | 7,050,000  | 7,050,000  | 0 | 0 | 0 | 0 | 0 | 0 |
| MD 924 Small Area Corridor Plan                       | 300,000    | 300,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Reforestation and Buffer Mitigation - Critical Area   | 100,000    | 100,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Reforestation and Landscaping                         | 680,000    | 680,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Repairs to 45 South Main Street Building              | 100,000    | 100,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Site Acquisition                                      | 23,757,761 | 23,757,761 | 0 | 0 | 0 | 0 | 0 | 0 |

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE                    | TOTAL<br>COST | PRIOR<br>APPROP | BUDGET<br>YEAR | FY 2018   | FIVE YEAR CAPITAL PROGRAM |           |           |           |
|----------------------------------|---------------|-----------------|----------------|-----------|---------------------------|-----------|-----------|-----------|
|                                  |               |                 | FY 2017        |           | FY 2019                   | FY 2020   | FY 2021   | FY 2022   |
|                                  |               |                 |                |           |                           |           |           |           |
| GENERAL CAPITAL                  |               |                 |                |           |                           |           |           |           |
|                                  |               |                 |                |           |                           |           |           |           |
| Treasury Computer Enhancements   | 175,000       | 175,000         | 0              | 0         | 0                         | 0         | 0         | 0         |
| Voting Equipment                 | 200,000       | 200,000         | 0              | 0         | 0                         | 0         | 0         | 0         |
| General Capital Total by Project | 175,144,688   | 129,058,328     | 23,211,360     | 4,175,000 | 4,675,000                 | 4,675,000 | 4,675,000 | 4,675,000 |
| Paygo                            | 51,769,129    | 28,559,502      | 2,834,627      | 3,675,000 | 4,175,000                 | 4,175,000 | 4,175,000 | 4,175,000 |
| Prior Paygo                      | 364,235       | 0               | 364,235        | 0         | 0                         | 0         | 0         | 0         |
| Reappropriated                   | 8,795,541     | 6,430,511       | 2,365,030      | 0         | 0                         | 0         | 0         | 0         |
| Future Bonds                     | 2,500,000     | 0               | 0              | 500,000   | 500,000                   | 500,000   | 500,000   | 500,000   |
| Prior Bonds                      | 73,482,589    | 72,032,521      | 1,450,068      | 0         | 0                         | 0         | 0         | 0         |
| Transfer Tax                     | 13,900,000    | 6,400,000       | 7,500,000      | 0         | 0                         | 0         | 0         | 0         |
| Recordation Tax                  | 15,400,000    | 7,100,000       | 8,300,000      | 0         | 0                         | 0         | 0         | 0         |
| State                            | 1,721,579     | 1,452,579       | 269,000        | 0         | 0                         | 0         | 0         | 0         |
| Federal                          | 2,115,692     | 2,115,692       | 0              | 0         | 0                         | 0         | 0         | 0         |
| Developer                        | 772,421       | 772,421         | 0              | 0         | 0                         | 0         | 0         | 0         |
| Other                            | 2,763,502     | 2,635,102       | 128,400        | 0         | 0                         | 0         | 0         | 0         |
| Lease Purchase                   | 1,560,000     | 1,560,000       | 0              | 0         | 0                         | 0         | 0         | 0         |
| General Capital Total by Fund    | 175,144,688   | 129,058,328     | 23,211,360     | 4,175,000 | 4,675,000                 | 4,675,000 | 4,675,000 | 4,675,000 |

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE                                   | TOTAL<br>COST | PRIOR<br>APPROP | BUDGET<br>YEAR |           | FIVE YEAR CAPITAL PROGRAM |           |           |           |
|-------------------------------------------------|---------------|-----------------|----------------|-----------|---------------------------|-----------|-----------|-----------|
|                                                 |               |                 | FY 2017        | FY 2018   | FY 2019                   | FY 2020   | FY 2021   | FY 2022   |
| STORMWATER MANAGEMENT                           |               |                 |                |           |                           |           |           |           |
| FY 17 Funded Projects                           |               |                 |                |           |                           |           |           |           |
| Bynum Run @ St. Andrews Way Stream Restoration  | 1,947,026     | 847,026         | 500,000        | 600,000   | 0                         | 0         | 0         | 0         |
| County Owned Watershed Restoration Improvements | 22,725,000    | 2,400,000       | 3,125,000      | 2,700,000 | 3,400,000                 | 3,500,000 | 3,750,000 | 3,850,000 |
| Joppatowne Area Watershed Restoration           | 5,300,000     | 2,100,000       | 450,000        | 550,000   | 550,000                   | 550,000   | 550,000   | 550,000   |
| Maintenance/Repair of Dams FY 14                | 3,105,000     | 1,005,000       | 350,000        | 350,000   | 350,000                   | 350,000   | 350,000   | 350,000   |
| Plumtree Run Watershed Restoration              | 7,443,452     | 1,768,452       | 1,175,000      | 900,000   | 900,000                   | 900,000   | 900,000   | 900,000   |
| Riverside Area Watershed Restoration            | 5,785,886     | 335,886         | 1,075,000      | 875,000   | 875,000                   | 875,000   | 875,000   | 875,000   |
| Sams Branch Watershed Restoration               | 3,172,922     | 972,922         | 200,000        | 400,000   | 400,000                   | 400,000   | 400,000   | 400,000   |
| Septic System Disconnection                     | 300,000       | 0               | 50,000         | 50,000    | 50,000                    | 50,000    | 50,000    | 50,000    |
| Stormwater Pollution Prevention                 | 1,481,395     | 631,395         | 100,000        | 150,000   | 150,000                   | 150,000   | 150,000   | 150,000   |
| Sunnyview Stream Restoration                    | 1,992,220     | 1,567,220       | 425,000        | 0         | 0                         | 0         | 0         | 0         |
| Watershed Restoration Assessment                | 11,100,000    | 1,500,000       | 1,600,000      | 1,600,000 | 1,600,000                 | 1,600,000 | 1,600,000 | 1,600,000 |
| Watershed Restoration Improvements              | 3,800,000     | 400,000         | 650,000        | 550,000   | 550,000                   | 550,000   | 550,000   | 550,000   |
| Watershed Restoration Maintenance               | 660,000       | 60,000          | 100,000        | 100,000   | 100,000                   | 100,000   | 100,000   | 100,000   |
| Wheel Creek Watershed Restoration               | 6,989,607     | 5,989,607       | 550,000        | 150,000   | 150,000                   | 150,000   | 0         | 0         |
| Stormwater Management Total by Project          | 75,802,508    | 19,577,508      | 10,350,000     | 8,975,000 | 9,075,000                 | 9,175,000 | 9,275,000 | 9,375,000 |
| Paygo*                                          | 4,147,818     | 2,697,818       | 200,000        | 250,000   | 250,000                   | 250,000   | 250,000   | 250,000   |
| Prior Bonds                                     | 5,800,000     | 5,800,000       | 0              | 0         | 0                         | 0         | 0         | 0         |
| Future Bonds                                    | 36,650,000    | 0               | 5,900,000      | 5,950,000 | 6,050,000                 | 6,150,000 | 6,250,000 | 6,350,000 |
| Reappropriated                                  | 2,024,690     | 2,024,690       | 0              | 0         | 0                         | 0         | 0         | 0         |
| Recordation Tax                                 | 200,000       | 200,000         | 0              | 0         | 0                         | 0         | 0         | 0         |
| State                                           | 19,557,016    | 6,482,016       | 2,700,000      | 2,075,000 | 2,075,000                 | 2,075,000 | 2,075,000 | 2,075,000 |
| Federal                                         | 4,947,984     | 1,397,984       | 1,300,000      | 450,000   | 450,000                   | 450,000   | 450,000   | 450,000   |
| Other                                           | 2,475,000     | 975,000         | 250,000        | 250,000   | 250,000                   | 250,000   | 250,000   | 250,000   |
| *Special Dedicated Paygo                        |               |                 |                |           |                           |           |           |           |
| Stormwater Management Total by Fund             | 75,802,508    | 19,577,508      | 10,350,000     | 8,975,000 | 9,075,000                 | 9,175,000 | 9,275,000 | 9,375,000 |

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE                                   | TOTAL<br>COST | PRIOR<br>APPROP | BUDGET<br>YEAR | FY 2018   | FIVE YEAR CAPITAL PROGRAM |         |         |         |
|-------------------------------------------------|---------------|-----------------|----------------|-----------|---------------------------|---------|---------|---------|
|                                                 |               |                 | FY 2017        |           | FY 2019                   | FY 2020 | FY 2021 | FY 2022 |
| PUBLIC SAFETY                                   |               |                 |                |           |                           |         |         |         |
| FY 17 Funded Projects                           |               |                 |                |           |                           |         |         |         |
| New Emergency Operations Center Complex         | 43,294,525    | 46,294,525      | (3,000,000)    | 0         | 0                         | 0       | 0       | 0       |
| 911 State Fee Funds                             | 700,000       | 100,000         | 100,000        | 100,000   | 100,000                   | 100,000 | 100,000 | 100,000 |
| Public Safety Communication in School Buildings | 950,000       | 350,000         | 100,000        | 100,000   | 100,000                   | 100,000 | 100,000 | 100,000 |
| SCBA Replacement                                | 500,000       | 0               | 500,000        | 0         | 0                         | 0       | 0       | 0       |
| VFC Facility Repair 15                          | 4,100,000     | 700,000         | 400,000        | 600,000   | 600,000                   | 600,000 | 600,000 | 600,000 |
| Outyear Projects:                               |               |                 |                |           |                           |         |         |         |
| Computer Equipments/Networks                    | 2,641,742     | 2,241,742       | 0              | 400,000   | 0                         | 0       | 0       | 0       |
| Open Projects:                                  |               |                 |                |           |                           |         |         |         |
| Bel Air Substation at Patterson Mill            | 2,868,400     | 2,868,400       | 0              | 0         | 0                         | 0       | 0       | 0       |
| Fire, EMS, and Law Enforcement CAD              | 2,450,000     | 2,450,000       | 0              | 0         | 0                         | 0       | 0       | 0       |
| Joppa Magnolia Fire Station Expansion           | 700,000       | 700,000         | 0              | 0         | 0                         | 0       | 0       | 0       |
| Norrisville Station                             | 875,000       | 875,000         | 0              | 0         | 0                         | 0       | 0       | 0       |
| 700 MHz Wireless Radio System Equipment         | 21,693,992    | 21,693,992      | 0              | 0         | 0                         | 0       | 0       | 0       |
| TRT Equipment                                   | 160,000       | 160,000         | 0              | 0         | 0                         | 0       | 0       | 0       |
| Sheriff/Emergency/Fire Total by Project         | 80,933,659    | 78,433,659      | (1,900,000)    | 1,200,000 | 800,000                   | 800,000 | 800,000 | 800,000 |
| Paygo                                           | 17,159,650    | 12,509,650      | 750,000        | 1,100,000 | 700,000                   | 700,000 | 700,000 | 700,000 |
| Future Bonds                                    | 0             | 0               | 0              | 0         | 0                         | 0       | 0       | 0       |
| Prior Bonds                                     | 55,861,500    | 58,861,500      | (3,000,000)    | 0         | 0                         | 0       | 0       | 0       |
| Reappropriated                                  | 362,500       | 362,500         | 0              | 0         | 0                         | 0       | 0       | 0       |
| State                                           | 2,998,580     | 2,398,580       | 100,000        | 100,000   | 100,000                   | 100,000 | 100,000 | 100,000 |
| Federal                                         | 3,270,412     | 3,270,412       | 0              | 0         | 0                         | 0       | 0       | 0       |
| Other                                           | 300,000       | 50,000          | 250,000        | 0         | 0                         | 0       | 0       | 0       |
| Lease Purchase                                  | 981,017       | 981,017         | 0              | 0         | 0                         | 0       | 0       | 0       |
| Sheriff / Emergency / Fire Total by Fund        | 80,933,659    | 78,433,659      | (1,900,000)    | 1,200,000 | 800,000                   | 800,000 | 800,000 | 800,000 |

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE | TOTAL<br>COST | PRIOR<br>APPROP | BUDGET<br>YEAR<br>FY 2017 | FY 2018 | FIVE YEAR CAPITAL PROGRAM |         |         |         |
|---------------|---------------|-----------------|---------------------------|---------|---------------------------|---------|---------|---------|
|               |               |                 |                           |         | FY 2019                   | FY 2020 | FY 2021 | FY 2022 |

HARFORD COMMUNITY COLLEGE

**Outyear Projects:**

|                          |           |   |   |         |           |         |   |   |
|--------------------------|-----------|---|---|---------|-----------|---------|---|---|
| Fallston Hall Renovation | 7,136,000 | 0 | 0 | 585,000 | 5,851,000 | 700,000 | 0 | 0 |
|--------------------------|-----------|---|---|---------|-----------|---------|---|---|

**Open Projects:**

|                                    |            |            |   |   |   |   |   |   |
|------------------------------------|------------|------------|---|---|---|---|---|---|
| Belcamp Renovation                 | 150,000    | 150,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Computer Equipment/Technology      | 1,124,835  | 1,124,835  | 0 | 0 | 0 | 0 | 0 | 0 |
| Edgewood Hall Renovation/Expansion | 8,632,000  | 8,632,000  | 0 | 0 | 0 | 0 | 0 | 0 |
| Maryland Hall Conversion           | 305,000    | 305,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| New Nursing & Allied Health        | 19,781,467 | 19,781,467 | 0 | 0 | 0 | 0 | 0 | 0 |
| Susquehanna Roof Replacement       | 450,000    | 450,000    | 0 | 0 | 0 | 0 | 0 | 0 |

|                          |            |            |   |         |           |         |   |   |
|--------------------------|------------|------------|---|---------|-----------|---------|---|---|
| College Total by Project | 37,579,302 | 30,443,302 | 0 | 585,000 | 5,851,000 | 700,000 | 0 | 0 |
|--------------------------|------------|------------|---|---------|-----------|---------|---|---|

|                |            |            |   |         |           |         |   |   |
|----------------|------------|------------|---|---------|-----------|---------|---|---|
| Paygo          | 0          | 0          | 0 | 0       | 0         | 0       | 0 | 0 |
| Future Bonds   | 3,275,424  | 0          | 0 | 268,515 | 2,685,609 | 321,300 | 0 | 0 |
| Prior Bonds    | 11,663,000 | 11,663,000 | 0 | 0       | 0         | 0       | 0 | 0 |
| Reappropriated | 0          | 0          | 0 | 0       | 0         | 0       | 0 | 0 |
| State          | 20,611,043 | 16,750,467 | 0 | 316,485 | 3,165,391 | 378,700 | 0 | 0 |
| Other          | 2,029,835  | 2,029,835  | 0 | 0       | 0         | 0       | 0 | 0 |

|                       |            |            |   |         |           |         |   |   |
|-----------------------|------------|------------|---|---------|-----------|---------|---|---|
| College Total by Fund | 37,579,302 | 30,443,302 | 0 | 585,000 | 5,851,000 | 700,000 | 0 | 0 |
|-----------------------|------------|------------|---|---------|-----------|---------|---|---|



HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE | TOTAL<br>COST | PRIOR<br>APPROP | BUDGET<br>YEAR<br>FY 2017 | FY 2018 | FIVE YEAR CAPITAL PROGRAM |         |         |         |
|---------------|---------------|-----------------|---------------------------|---------|---------------------------|---------|---------|---------|
|               |               |                 |                           |         | FY 2019                   | FY 2020 | FY 2021 | FY 2022 |

LIBRARIES

**FY 17 Funded Projects:**

|                                    |           |         |           |         |         |         |         |         |
|------------------------------------|-----------|---------|-----------|---------|---------|---------|---------|---------|
| Facilities Maintenance and Repairs | 111,868   | 252,647 | (140,779) | 0       | 0       | 0       | 0       | 0       |
| Facilities Renovations             | 26,544    | 250,000 | (223,456) | 0       | 0       | 0       | 0       | 0       |
| Technology                         | 1,559,100 | 509,100 | 50,000    | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |

**Open Projects:**

|                                         |           |           |   |   |   |   |   |   |
|-----------------------------------------|-----------|-----------|---|---|---|---|---|---|
| Aberdeen Branch - Expansion             | 56,000    | 56,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Darlington Branch - Expansion           | 56,000    | 56,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| HdG Branch Expansion                    | 9,020,000 | 9,020,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Joppa Branch - Central Dehumidification | 100,000   | 100,000   | 0 | 0 | 0 | 0 | 0 | 0 |
| Whiteford Expansion                     | 4,238,200 | 4,238,200 | 0 | 0 | 0 | 0 | 0 | 0 |

|                            |            |            |           |         |         |         |         |         |
|----------------------------|------------|------------|-----------|---------|---------|---------|---------|---------|
| Libraries Total by Project | 15,167,712 | 14,481,947 | (314,235) | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
|----------------------------|------------|------------|-----------|---------|---------|---------|---------|---------|

|                |            |            |           |         |         |         |         |         |
|----------------|------------|------------|-----------|---------|---------|---------|---------|---------|
| Paygo          | 2,528,547  | 1,478,547  | 50,000    | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Prior Paygo    |            | 0          | (364,235) |         |         |         |         |         |
| Future Bonds   | 0          | 0          | 0         | 0       | 0       | 0       | 0       | 0       |
| Prior Bonds    | 10,703,400 | 10,703,400 | 0         | 0       | 0       | 0       | 0       | 0       |
| State          | 1,000,000  | 1,000,000  | 0         | 0       | 0       | 0       | 0       | 0       |
| Federal        | 400,000    | 400,000    | 0         | 0       | 0       | 0       | 0       | 0       |
| Reappropriated | 0          | 0          | 0         | 0       | 0       | 0       | 0       | 0       |
| Other          | 900,000    | 900,000    | 0         | 0       | 0       | 0       | 0       | 0       |

|                         |            |            |           |         |         |         |         |         |
|-------------------------|------------|------------|-----------|---------|---------|---------|---------|---------|
| Libraries Total by Fund | 15,167,712 | 14,481,947 | (314,235) | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
|-------------------------|------------|------------|-----------|---------|---------|---------|---------|---------|

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE | TOTAL<br>COST | PRIOR<br>APPROP | BUDGET          | FY 2018 | FIVE YEAR CAPITAL PROGRAM |         |         |         |
|---------------|---------------|-----------------|-----------------|---------|---------------------------|---------|---------|---------|
|               |               |                 | YEAR<br>FY 2017 |         | FY 2019                   | FY 2020 | FY 2021 | FY 2022 |

BOARD OF EDUCATION

**FY 17 Funded Projects:**

|                                                   |            |            |           |   |   |   |   |   |
|---------------------------------------------------|------------|------------|-----------|---|---|---|---|---|
| Darlington ES Comprehensive HVAC Systemic Project | 3,467,948  | 2,138,000  | 1,329,948 | 0 | 0 | 0 | 0 | 0 |
| Joppatowne Elementary Modernization               | 13,533,863 | 13,533,863 | 0         | 0 | 0 | 0 | 0 | 0 |
| Replacement Buses                                 | 12,325,197 | 11,325,197 | 1,000,000 | 0 | 0 | 0 | 0 | 0 |
| Riverside ES HVAC                                 | 8,780,000  | 0          | 8,780,000 | 0 | 0 | 0 | 0 | 0 |
| Roof Replacement - Joppatowne High School         | 2,400,000  | 0          | 2,400,000 | 0 | 0 | 0 | 0 | 0 |
| William Paca/Old Post ES Open Space Enclosure     | 2,417,000  | 0          | 2,417,000 | 0 | 0 | 0 | 0 | 0 |
| William S. James Open Space Enclosure Project     | 1,400,000  | 0          | 1,400,000 | 0 | 0 | 0 | 0 | 0 |
| Youth's Benefit Elementary School Replacement     | 48,376,866 | 45,957,866 | 2,419,000 | 0 | 0 | 0 | 0 | 0 |

**Outyear Projects:**

|                                               |            |            |   |            |            |           |           |           |
|-----------------------------------------------|------------|------------|---|------------|------------|-----------|-----------|-----------|
| Athletic Fields Repair and Restoration        | 787,000    | 487,000    | 0 | 100,000    | 100,000    | 100,000   | 0         | 0         |
| Havre de Grace Middle/High School Replacement | 86,801,000 | 3,950,000  | 0 | 35,000,000 | 37,901,000 | 9,950,000 | 0         | 0         |
| Major HVAC Repairs                            | 11,688,586 | 8,688,586  | 0 | 0          | 0          | 1,000,000 | 1,000,000 | 1,000,000 |
| Major Roof Repair/Replacement                 | 4,500,000  | 0          | 0 | 0          | 0          | 1,500,000 | 1,500,000 | 1,500,000 |
| Technology Infrastructure 04                  | 19,285,802 | 14,285,802 | 0 | 1,000,000  | 1,000,000  | 1,000,000 | 1,000,000 | 1,000,000 |

**Open Projects:**

|                                                     |            |            |   |   |   |   |   |   |
|-----------------------------------------------------|------------|------------|---|---|---|---|---|---|
| Aberdeen HS North Building                          | 665,000    | 665,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Aberdeen High School Stadium & Weight Room Upgrades | 1,600,000  | 1,600,000  | 0 | 0 | 0 | 0 | 0 | 0 |
| ADA Improvements                                    | 600,000    | 600,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Backflow Prevention                                 | 600,000    | 600,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Building Envelope Improvements                      | 700,000    | 700,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Career and Technology Education Equipment Refresh   | 500,000    | 500,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Center for Educational Opportunity - HVAC           | 4,625,000  | 4,625,000  | 0 | 0 | 0 | 0 | 0 | 0 |
| Churchville Elementary School Roof Replacement      | 825,000    | 825,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Deerfield Elementary School Replacement             | 31,734,200 | 31,734,200 | 0 | 0 | 0 | 0 | 0 | 0 |
| Dublin Elementary School Boiler Replacement         | 244,112    | 244,112    | 0 | 0 | 0 | 0 | 0 | 0 |
| Dublin Elementary School Comp HVAC Systemic Project | 3,994,000  | 3,994,000  | 0 | 0 | 0 | 0 | 0 | 0 |
| Edgewood High School Replacement                    | 83,581,790 | 83,581,790 | 0 | 0 | 0 | 0 | 0 | 0 |
| Edgewood Middle School - Computer Laboratory        | 115,000    | 115,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Energy Efficiency Initiative Projects               | 4,988,091  | 4,988,091  | 0 | 0 | 0 | 0 | 0 | 0 |
| Environmental Compliance                            | 1,497,619  | 1,497,619  | 0 | 0 | 0 | 0 | 0 | 0 |
| Equipment and Furniture Replacement                 | 1,055,000  | 1,055,000  | 0 | 0 | 0 | 0 | 0 | 0 |
| Fallston High School Autism Renovation              | 250,000    | 250,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Fallston High School Comprehensive HVAC Systemic    | 17,846,940 | 17,846,940 | 0 | 0 | 0 | 0 | 0 | 0 |
| Fire Alarm and ER Communication                     | 1,075,000  | 1,075,000  | 0 | 0 | 0 | 0 | 0 | 0 |
| Floor Covering Replacement                          | 100,000    | 100,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Havre de Grace High School Field Facilities         | 1,313,770  | 1,313,770  | 0 | 0 | 0 | 0 | 0 | 0 |
| Integrated Business Systems                         | 403,000    | 403,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Jarrettsville Elementary School Comprehensive HVAC  | 3,700,000  | 3,700,000  | 0 | 0 | 0 | 0 | 0 | 0 |

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE                                           | TOTAL<br>COST      | PRIOR<br>APPROP    | BUDGET<br>YEAR<br>FY 2017 | FY 2018           | FIVE YEAR CAPITAL PROGRAM |                   |                   |                   |
|---------------------------------------------------------|--------------------|--------------------|---------------------------|-------------------|---------------------------|-------------------|-------------------|-------------------|
|                                                         |                    |                    |                           |                   | FY 2019                   | FY 2020           | FY 2021           | FY 2022           |
| <b>BOARD OF EDUCATION</b>                               |                    |                    |                           |                   |                           |                   |                   |                   |
| Joppatowne High School Systemic Project                 | 13,673,000         | 13,673,000         | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Magnolia Middle School Comprehensive HVAC               | 11,061,554         | 11,061,554         | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Music Equipment Refresh Program 05                      | 575,000            | 575,000            | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Music Equipment Refresh Program 14                      | 50,000             | 50,000             | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Music Technology Labs Program                           | 345,000            | 345,000            | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Norrisville ES Comprehensive HVAC Systemic Project      | 3,455,700          | 3,455,700          | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| North Harford High School Modernization                 | 31,873,132         | 31,873,132         | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| North Harford Middle School Water System                | 261,114            | 261,114            | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| North Harford Middle School Domestic Water Improvement: | 1,000,000          | 1,000,000          | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Outdoor Track Reconditioning                            | 200,000            | 200,000            | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Paving - Overlay and Maintenance                        | 1,430,630          | 1,430,630          | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Playground Equipment                                    | 350,000            | 350,000            | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Prospect Mill Elementary School HVAC                    | 4,685,000          | 4,685,000          | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Prospect Mill Elementary School                         | 1,986,241          | 1,986,241          | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Red Pump Road Elementary School                         | 29,837,480         | 29,837,480         | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Replacement Vehicles                                    | 6,084,396          | 6,084,396          | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Ring Factory Elementary School HVAC Equipment           | 1,099,000          | 1,099,000          | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Security Initiative Program for Schools                 | 1,728,000          | 1,728,000          | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Security Measures                                       | 1,735,000          | 1,735,000          | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Septic Code Facility Upgrade                            | 4,910,592          | 4,910,592          | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Stadium Upgrades - Joppatowne High School               | 300,000            | 300,000            | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Stormwater Management, Erosion, Sediment Control        | 725,000            | 725,000            | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Technology Education Lab Refresh                        | 250,000            | 250,000            | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Textbook/Supplemental Materials Refresh                 | 5,300,000          | 5,300,000          | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| William Paca Elementary School HVAC                     | 3,955,057          | 3,955,057          | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| <b>Education Total by Project</b>                       | <b>504,647,680</b> | <b>389,250,732</b> | <b>19,745,948</b>         | <b>36,100,000</b> | <b>39,001,000</b>         | <b>13,550,000</b> | <b>3,500,000</b>  | <b>3,500,000</b>  |
| Paygo                                                   | 30,153,921         | 23,836,973         | 1,016,948                 | 1,100,000         | 1,100,000                 | 1,100,000         | 1,000,000         | 1,000,000         |
| Future Bonds                                            | 83,637,000         |                    | 10,600,000                | 26,322,000        | 31,515,000                | 11,700,000        | 1,750,000         | 1,750,000         |
| Prior Bonds                                             | 241,781,426        | 241,781,426        | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Reappropriated                                          | 11,987,000         | 11,987,000         | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Transfer Tax                                            | 12,937,026         | 12,937,026         | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Recordation Tax                                         | 0                  | 0                  | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| State                                                   | 96,546,700         | 71,103,700         | 8,129,000                 | 8,678,000         | 6,386,000                 | 750,000           | 750,000           | 750,000           |
| Other                                                   | 22,494,857         | 22,494,857         | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Lease Purchase                                          | 5,109,750          | 5,109,750          | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| <b>Education Total by Fund</b>                          | <b>504,647,680</b> | <b>389,250,732</b> | <b>19,745,948</b>         | <b>36,100,000</b> | <b>39,001,000</b>         | <b>13,550,000</b> | <b>3,500,000</b>  | <b>3,500,000</b>  |
| <b>SUB-TOTAL GENERAL FUND CAPITAL</b>                   | <b>889,275,549</b> | <b>661,245,476</b> | <b>51,093,073</b>         | <b>51,235,000</b> | <b>59,602,000</b>         | <b>29,100,000</b> | <b>18,450,000</b> | <b>18,550,000</b> |

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE | TOTAL<br>COST | PRIOR<br>APPROP | BUDGET          | FY 2018 | FIVE YEAR CAPITAL PROGRAM |         |         |         |
|---------------|---------------|-----------------|-----------------|---------|---------------------------|---------|---------|---------|
|               |               |                 | YEAR<br>FY 2017 |         | FY 2019                   | FY 2020 | FY 2021 | FY 2022 |

SOLID WASTE SERVICES

FY 17 Funded Projects:

|                                               |           |           |           |         |   |   |   |   |
|-----------------------------------------------|-----------|-----------|-----------|---------|---|---|---|---|
| Scarboro Landfill Groundwater Treatment Plant | 600,000   | 0         | 100,000   | 500,000 | 0 | 0 | 0 | 0 |
| Waste-to-Energy Facility Closure              | 4,803,753 | 3,400,000 | 1,403,753 | 0       | 0 | 0 | 0 | 0 |
| Waste-to-Energy Repairs 15                    | 0         | 403,753   | (403,753) | 0       | 0 | 0 | 0 | 0 |

Open Projects:

|                                              |            |            |   |   |   |   |   |   |
|----------------------------------------------|------------|------------|---|---|---|---|---|---|
| Environmental Studies and Projects           | 1,440,900  | 1,440,900  | 0 | 0 | 0 | 0 | 0 | 0 |
| Former Spencers Landfill Closure (East Side) | 6,700,000  | 6,700,000  | 0 | 0 | 0 | 0 | 0 | 0 |
| Full Cost Accounting Study                   | 300,000    | 300,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| HWDC Compost Area Facilities                 | 525,000    | 525,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| HWDC Expansion                               | 20,570,354 | 20,570,354 | 0 | 0 | 0 | 0 | 0 | 0 |
| HWDC Landfill Capping                        | 9,320,000  | 9,320,000  | 0 | 0 | 0 | 0 | 0 | 0 |
| HWDC Pavement Upgrades                       | 200,000    | 200,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Tollgate Landfill Gas System                 | 1,034,679  | 1,034,679  | 0 | 0 | 0 | 0 | 0 | 0 |
| Tollgate Yard Trim Recycling Center 15       | 1,375,081  | 1,375,081  | 0 | 0 | 0 | 0 | 0 | 0 |

|                                       |            |            |           |         |   |   |   |   |
|---------------------------------------|------------|------------|-----------|---------|---|---|---|---|
| Solid Waste Services Total by Project | 46,869,767 | 45,269,767 | 1,100,000 | 500,000 | 0 | 0 | 0 | 0 |
|---------------------------------------|------------|------------|-----------|---------|---|---|---|---|

|                |            |            |           |         |   |   |   |   |
|----------------|------------|------------|-----------|---------|---|---|---|---|
| Paygo          | 22,711,043 | 21,111,043 | 1,100,000 | 500,000 | 0 | 0 | 0 | 0 |
| Reappropriated | 2,693,283  | 2,693,283  | 0         | 0       | 0 | 0 | 0 | 0 |
| Future Bonds   | 0          | 0          | 0         | 0       | 0 | 0 | 0 | 0 |
| Prior Bonds    | 21,125,441 | 21,125,441 | 0         | 0       | 0 | 0 | 0 | 0 |
| Other          | 340,000    | 340,000    | 0         | 0       | 0 | 0 | 0 | 0 |

|                                    |            |            |           |         |   |   |   |   |
|------------------------------------|------------|------------|-----------|---------|---|---|---|---|
| Solid Waste Services Total by Fund | 46,869,767 | 45,269,767 | 1,100,000 | 500,000 | 0 | 0 | 0 | 0 |
|------------------------------------|------------|------------|-----------|---------|---|---|---|---|

|                            |             |             |            |            |            |            |            |            |
|----------------------------|-------------|-------------|------------|------------|------------|------------|------------|------------|
| TOTAL GENERAL FUND CAPITAL | 936,145,316 | 706,515,243 | 52,193,073 | 51,735,000 | 59,602,000 | 29,100,000 | 18,450,000 | 18,550,000 |
|----------------------------|-------------|-------------|------------|------------|------------|------------|------------|------------|

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE | TOTAL<br>COST | PRIOR<br>APPROP | BUDGET<br>YEAR<br>FY 2017 | FY 2018 | FIVE YEAR CAPITAL PROGRAM |         |         |         |
|---------------|---------------|-----------------|---------------------------|---------|---------------------------|---------|---------|---------|
|               |               |                 |                           |         | FY 2019                   | FY 2020 | FY 2021 | FY 2022 |

PARKS & RECREATION FUND

FY 17 Funded Projects:

|                                                  |            |           |           |           |           |         |           |         |
|--------------------------------------------------|------------|-----------|-----------|-----------|-----------|---------|-----------|---------|
| ADA Improvements                                 | 584,307    | 134,307   | 150,000   | 50,000    | 75,000    | 50,000  | 75,000    | 50,000  |
| Anita C. Leight Improvements                     | 930,000    | 495,000   | 235,000   | 0         | 200,000   | 0       | 0         | 0       |
| Athletic Field Improvements                      | 13,900,000 | 9,450,000 | 1,550,000 | 150,000   | 1,025,000 | 575,000 | 575,000   | 575,000 |
| Bleacher Renovations                             | 790,000    | 370,000   | 60,000    | 60,000    | 60,000    | 80,000  | 80,000    | 80,000  |
| Canoe and Kayak Water Access                     | 725,000    | 200,000   | 250,000   | 0         | 0         | 75,000  | 200,000   | 0       |
| Cedar Lane Sports Complex Improvements           | 2,161,000  | 1,911,000 | 250,000   | 0         | 0         | 0       | 0         | 0       |
| Churchville Center Renovations                   | 575,000    | 500,000   | 75,000    | 0         | 0         | 0       | 0         | 0       |
| Demarco Memorial Park Improvements               | 40,000     | 0         | 40,000    | 0         | 0         | 0       | 0         | 0       |
| Eden Mill Park Rehabilitation                    | 905,000    | 805,000   | 50,000    | 0         | 0         | 0       | 50,000    | 0       |
| Emily Bayliss Graham Park                        | 2,600,000  | 1,375,000 | 200,000   | 0         | 0         | 525,000 | 500,000   | 0       |
| Emmorton Recreation & Tennis Center Improvements | 1,070,000  | 820,000   | 150,000   | 0         | 100,000   | 0       | 0         | 0       |
| Facility Renovations                             | 1,730,000  | 980,000   | 225,000   | 125,000   | 100,000   | 100,000 | 100,000   | 100,000 |
| Flying Point Improvements                        | 124,000    | 109,000   | 15,000    | 0         | 0         | 0       | 0         | 0       |
| Gunpowder River Dredging                         | 1,674,000  | 1,354,000 | 80,000    | 30,000    | 210,000   | 0       | 0         | 0       |
| Indoor Recreation Facility - Forest Hill/Hickory | 1,224,000  | 974,000   | 250,000   | 0         | 0         | 0       | 0         | 0       |
| Park Improvements                                | 1,130,000  | 620,000   | 160,000   | 90,000    | 65,000    | 65,000  | 65,000    | 65,000  |
| Parking Lot Paving                               | 1,204,000  | 349,000   | 150,000   | 200,000   | 55,000    | 150,000 | 150,000   | 150,000 |
| Parkland Acquisition                             | 9,591,000  | 4,256,000 | 1,050,000 | 1,050,000 | 740,000   | 795,000 | 850,000   | 850,000 |
| Playground Equipment                             | 2,780,000  | 1,655,000 | 150,000   | 225,000   | 150,000   | 150,000 | 225,000   | 225,000 |
| Rockfield Park Improvements                      | 470,000    | 100,000   | 70,000    | 100,000   | 0         | 100,000 | 100,000   | 0       |
| Swan Harbor Farm Improvements                    | 1,739,000  | 389,000   | 150,000   | 150,000   | 1,050,000 | 0       | 0         | 0       |
| SWM Pond Repair and Renovation                   | 1,020,000  | 350,000   | 100,000   | 110,000   | 110,000   | 110,000 | 120,000   | 120,000 |
| Tennis/Multipurpose Court                        | 1,140,000  | 590,000   | 50,000    | 100,000   | 100,000   | 100,000 | 100,000   | 100,000 |
| Tollgate Woodshop                                | 75,000     | 0         | 25,000    | 0         | 0         | 50,000  | 0         | 0       |
| Trails and Linear Parks                          | 4,550,000  | 300,000   | 2,250,000 | 0         | 0         | 0       | 2,000,000 | 0       |
| Tydings Park Improvements                        | 400,000    | 0         | 400,000   | 0         | 0         | 0       | 0         | 0       |

Outyear Projects:

|                                          |           |           |   |         |         |           |           |           |
|------------------------------------------|-----------|-----------|---|---------|---------|-----------|-----------|-----------|
| Aberdeen Activity Center                 | 8,500,000 | 0         | 0 | 0       | 0       | 500,000   | 8,000,000 | 0         |
| Backstop Renovations                     | 520,000   | 270,000   | 0 | 0       | 50,000  | 100,000   | 50,000    | 50,000    |
| Benson Field Development                 | 1,100,000 | 0         | 0 | 0       | 0       | 100,000   | 1,000,000 | 0         |
| Blake's Venture Park                     | 1,300,000 | 0         | 0 | 0       | 0       | 0         | 100,000   | 1,200,000 |
| Bulkhead Renovations                     | 650,000   | 0         | 0 | 0       | 40,000  | 535,000   | 0         | 75,000    |
| Bush River Dredging and DMP Site 16      | 1,725,000 | 0         | 0 | 0       | 150,000 | 1,575,000 | 0         | 0         |
| Darlington Park Development              | 2,395,000 | 1,895,000 | 0 | 0       | 0       | 500,000   | 0         | 0         |
| Disc Golf Course                         | 100,000   | 50,000    | 0 | 50,000  | 0       | 0         | 0         | 0         |
| Dublin Community Park                    | 1,150,000 | 0         | 0 | 0       | 0       | 150,000   | 0         | 1,000,000 |
| Edgeley Grove Farm-Smith Property        | 4,450,000 | 4,350,000 | 0 | 0       | 0       | 100,000   | 0         | 0         |
| Edgewood Recreation and Community Center | 250,000   | 100,000   | 0 | 150,000 | 0       | 0         | 0         | 0         |
| Edgewood Recreation Park                 | 650,000   | 0         | 0 | 500,000 | 50,000  | 0         | 100,000   | 0         |

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE | TOTAL<br>COST | PRIOR<br>APPROP | BUDGET<br>YEAR<br>FY 2017 | FY 2018 | FIVE YEAR CAPITAL PROGRAM |         |         |         |
|---------------|---------------|-----------------|---------------------------|---------|---------------------------|---------|---------|---------|
|               |               |                 |                           |         | FY 2019                   | FY 2020 | FY 2021 | FY 2022 |

PARKS & RECREATION FUND

Outyear Projects (cont.):

|                                        |           |           |   |         |           |           |         |           |
|----------------------------------------|-----------|-----------|---|---------|-----------|-----------|---------|-----------|
| Enlarged Gymnasiums & Joint Facilities | 1,200,000 | 600,000   | 0 | 600,000 | 0         | 0         |         |           |
| Equestrian Center Improvements         | 625,000   | 325,000   | 0 | 100,000 | 100,000   | 100,000   | 0       | 0         |
| Fallston Maintenance Shop              | 350,000   | 50,000    | 0 | 300,000 | 0         | 0         | 0       | 0         |
| Havre de Grace Yacht Basin Dredging    | 600,000   | 0         | 0 | 50,000  | 550,000   | 0         | 0       | 0         |
| Jarrettsville Recreation Center        | 7,010,775 | 510,775   | 0 | 0       | 0         | 0         | 0       | 6,500,000 |
| Joppa/Joppatowne Youth/Senior Center   | 500,000   | 0         | 0 | 0       | 0         | 0         | 0       | 500,000   |
| Liriodendron Improvements              | 570,000   | 145,000   | 0 | 250,000 | 75,000    | 0         | 0       | 100,000   |
| Magnolia Complex Development           | 2,480,000 | 2,055,000 | 0 | 425,000 | 0         | 0         | 0       | 0         |
| Mariner Point Park Renovations         | 411,000   | 361,000   | 0 | 0       | 0         | 0         | 0       | 50,000    |
| Natural Turf Improvements              | 1,840,000 | 1,090,000 | 0 | 150,000 | 150,000   | 150,000   | 150,000 | 150,000   |
| Norrisville Park                       | 1,325,000 | 0         | 0 | 0       | 125,000   | 1,050,000 | 150,000 | 0         |
| Northern Regional Park                 | 1,075,000 | 575,000   | 0 | 0       | 0         | 0         | 0       | 500,000   |
| Oakington Farms - Tydings Park         | 2,900,000 | 1,900,000 | 0 | 0       | 0         | 1,000,000 | 0       | 0         |
| Perryman Park Development              | 125,000   | 0         | 0 | 0       | 0         | 0         | 125,000 | 0         |
| Prospect Mill Park                     | 600,000   | 0         | 0 | 100,000 | 500,000   | 0         | 0       | 0         |
| Red Pump Elementary School Facilities  | 175,000   | 0         | 0 | 50,000  | 125,000   | 0         | 0       | 0         |
| Robert Copenhaver Park Improvements    | 800,000   | 300,000   | 0 | 0       | 0         | 0         | 0       | 500,000   |
| Tudor Hall Rehabilitation              | 650,000   | 500,000   | 0 | 150,000 | 0         | 0         | 0       | 0         |
| Vale Road Park                         | 1,500,000 | 0         | 0 | 100,000 | 1,000,000 | 0         | 0       | 400,000   |

Open Projects:

|                                          |           |           |   |   |   |   |   |   |
|------------------------------------------|-----------|-----------|---|---|---|---|---|---|
| Abingdon Road Park                       | 150,000   | 150,000   | 0 | 0 | 0 | 0 | 0 | 0 |
| Broad Creek Boat Launch Ramp             | 679,000   | 679,000   | 0 | 0 | 0 | 0 | 0 | 0 |
| Churchville Complex Development          | 8,556,830 | 8,556,830 | 0 | 0 | 0 | 0 | 0 | 0 |
| Debris/Derelict Boats                    | 100,000   | 100,000   | 0 | 0 | 0 | 0 | 0 | 0 |
| Fallston Recreation Complex Improvements | 325,000   | 325,000   | 0 | 0 | 0 | 0 | 0 | 0 |
| Francis Silver Park Improvements         | 25,000    | 25,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Harford Center for the Arts              | 50,000    | 50,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Heavenly Waters Park - Soma              | 100,000   | 100,000   | 0 | 0 | 0 | 0 | 0 | 0 |

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE | TOTAL<br>COST | PRIOR<br>APPROP | BUDGET<br>YEAR<br>FY 2017 | FY 2018 | FIVE YEAR CAPITAL PROGRAM |         |         |         |
|---------------|---------------|-----------------|---------------------------|---------|---------------------------|---------|---------|---------|
|               |               |                 |                           |         | FY 2019                   | FY 2020 | FY 2021 | FY 2022 |

PARKS & RECREATION FUND

Open Projects (cont.):

|                                    |           |           |   |   |   |   |   |   |
|------------------------------------|-----------|-----------|---|---|---|---|---|---|
| Heavenly Waters Park               | 2,120,000 | 2,120,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Jarrettsville Complex Restrooms    | 350,000   | 350,000   | 0 | 0 | 0 | 0 | 0 | 0 |
| Joppatowne Area Dredging           | 990,000   | 990,000   | 0 | 0 | 0 | 0 | 0 | 0 |
| McFaul Activity Center Renovations | 251,000   | 251,000   | 0 | 0 | 0 | 0 | 0 | 0 |
| Nuttall Avenue Park Development    | 500,000   | 500,000   | 0 | 0 | 0 | 0 | 0 | 0 |
| Promenade Park                     | 15,000    | 15,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Schucks Road Regional Complex      | 8,110,415 | 8,110,415 | 0 | 0 | 0 | 0 | 0 | 0 |

|                              |             |            |           |           |           |           |            |            |
|------------------------------|-------------|------------|-----------|-----------|-----------|-----------|------------|------------|
| Parks & Rec Total by Project | 122,980,327 | 65,485,327 | 8,135,000 | 5,415,000 | 6,955,000 | 8,785,000 | 14,865,000 | 13,340,000 |
|------------------------------|-------------|------------|-----------|-----------|-----------|-----------|------------|------------|

|                    |            |            |           |           |           |           |           |           |
|--------------------|------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Paygo              | 4,233,322  | 3,283,322  | 300,000   | 550,000   | 0         | 100,000   | 0         | 0         |
| Special Paygo      | 0          | 0          | 0         | 0         | 0         | 0         | 0         | 0         |
| Future Bonds       | 20,550,000 | 0          | 0         | 750,000   | 2,075,000 | 1,075,000 | 8,575,000 | 8,075,000 |
| Prior Bonds        | 22,006,830 | 20,456,830 | 1,550,000 | 0         | 0         | 0         | 0         | 0         |
| Reappropriated     | 5,119,935  | 4,709,935  | 410,000   | 0         | 0         | 0         | 0         | 0         |
| Recordation Tax    | 29,918,933 | 14,718,933 | 1,655,000 | 2,155,000 | 2,040,000 | 2,790,000 | 2,855,000 | 3,705,000 |
| State              | 7,171,000  | 3,891,000  | 200,000   | 50,000    | 915,000   | 2,040,000 | 0         | 75,000    |
| Program Open Space | 16,401,000 | 9,326,000  | 1,000,000 | 1,575,000 | 1,450,000 | 1,000,000 | 800,000   | 1,250,000 |
| Federal            | 4,325,000  | 1,325,000  | 2,000,000 | 0         | 0         | 0         | 1,000,000 | 0         |
| Developer          | 1,440,000  | 985,000    | 150,000   | 105,000   | 75,000    | 25,000    | 50,000    | 50,000    |
| Other              | 11,814,307 | 6,789,307  | 870,000   | 230,000   | 400,000   | 1,755,000 | 1,585,000 | 185,000   |

|                           |             |            |           |           |           |           |            |            |
|---------------------------|-------------|------------|-----------|-----------|-----------|-----------|------------|------------|
| Parks & Rec Total by Fund | 122,980,327 | 65,485,327 | 8,135,000 | 5,415,000 | 6,955,000 | 8,785,000 | 14,865,000 | 13,340,000 |
|---------------------------|-------------|------------|-----------|-----------|-----------|-----------|------------|------------|

|                                  |             |            |           |           |           |           |            |            |
|----------------------------------|-------------|------------|-----------|-----------|-----------|-----------|------------|------------|
| TOTAL PARKS & RECREATION CAPITAL | 122,980,327 | 65,485,327 | 8,135,000 | 5,415,000 | 6,955,000 | 8,785,000 | 14,865,000 | 13,340,000 |
|----------------------------------|-------------|------------|-----------|-----------|-----------|-----------|------------|------------|

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE | TOTAL<br>COST | PRIOR<br>APPROP | BUDGET          | FY 2018 | FIVE YEAR CAPITAL PROGRAM |         |         |         |
|---------------|---------------|-----------------|-----------------|---------|---------------------------|---------|---------|---------|
|               |               |                 | YEAR<br>FY 2017 |         | FY 2019                   | FY 2020 | FY 2021 | FY 2022 |

HIGHWAYS FUND

BRIDGES

FY 17 Funded Projects:

|                                    |           |           |          |           |           |         |         |         |
|------------------------------------|-----------|-----------|----------|-----------|-----------|---------|---------|---------|
| Abingdon Road Bridge #169 over CSX | 4,355,000 | 1,030,000 | 100,000  | 3,225,000 | 0         | 0       | 0       | 0       |
| Bridge & Road Scour Repair         | 2,400,000 | 1,100,000 | 200,000  | 250,000   | 250,000   | 200,000 | 200,000 | 200,000 |
| Bridge Inspection Program          | 5,470,000 | 2,990,000 | 650,000  | 160,000   | 650,000   | 160,000 | 700,000 | 160,000 |
| Carea Road Bridge #126             | 89,207    | 0         | 89,207   | 0         | 0         | 0       | 0       | 0       |
| Carrs Mill Road Bridge #216        | 2,395,000 | 2,245,000 | 150,000  | 0         | 0         | 0       | 0       | 0       |
| Chestnut Hill Bridge #40           | 1,315,000 | 340,000   | 155,000  | 820,000   | 0         | 0       | 0       | 0       |
| Culvert Rehabilitation             | 5,275,000 | 4,050,000 | 225,000  | 200,000   | 200,000   | 200,000 | 200,000 | 200,000 |
| Edwards Lane Culvert               | 905,000   | 50,000    | (45,000) | 0         | 0         | 900,000 | 0       | 0       |
| Glenville Road Bridge #30          | 1,440,000 | 250,000   | 120,000  | 25,000    | 1,045,000 | 0       | 0       | 0       |
| Green Road Bridges #119 & #122     | 644,088   | 190,000   | 454,088  | 0         | 0         | 0       | 0       | 0       |
| Harford Creamery Road Bridge #104  | 1,663,204 | 1,710,000 | (46,796) | 0         | 0         | 0       | 0       | 0       |
| Johnson Mill Road Bridge #45       | 620,000   | 0         | 140,000  | 10,000    | 0         | 470,000 | 0       | 0       |
| Macton Road Bridge #145            | 945,449   | 990,008   | (44,559) | 0         | 0         | 0       | 0       | 0       |
| New Park Road Bridge #125          | 600,000   | 200,000   | 400,000  | 0         | 0         | 0       | 0       | 0       |
| Phillips Mill Road Bridge #70      | 1,925,000 | 500,000   | 50,000   | 0         | 1,375,000 | 0       | 0       | 0       |
| Prospect Road Bridge #217          | 178,060   | 225,000   | (46,940) | 0         | 0         | 0       | 0       | 0       |
| Stafford Road Bridge #24           | 1,080,000 | 200,000   | 80,000   | 800,000   | 0         | 0       | 0       | 0       |

Outyear Projects:

|                             |           |         |   |         |         |         |         |         |
|-----------------------------|-----------|---------|---|---------|---------|---------|---------|---------|
| Boggs Road Bridge #66       | 990,000   | 0       | 0 | 0       | 200,000 | 20,000  | 0       | 770,000 |
| Bridge Painting             | 1,100,000 | 100,000 | 0 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Bridge Rehabilitation       | 2,450,000 | 950,000 | 0 | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| Deep Run Road Bridge #152   | 735,000   | 0       | 0 | 0       | 175,000 | 10,000  | 0       | 550,000 |
| Fawn Grove Road Bridge #132 | 1,085,000 | 10,000  | 0 | 225,000 | 50,000  | 800,000 | 0       | 0       |
| Glen Cove Road Bridge #156  | 950,000   | 150,000 | 0 | 800,000 | 0       | 0       | 0       | 0       |
| Moores Road Bridge #78      | 925,000   | 0       | 0 | 0       | 200,000 | 25,000  | 0       | 700,000 |
| Scarboro Road Bridge #140   | 160,000   | 0       | 0 | 150,000 | 0       | 10,000  | 0       | 0       |
| Snake Lane Bridge #31       | 795,000   | 195,000 | 0 | 0       | 600,000 | 0       | 0       | 0       |
| Structural Evaluation       | 670,000   | 420,000 | 0 | 50,000  | 50,000  | 50,000  | 50,000  | 50,000  |



HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE | TOTAL<br>COST | PRIOR<br>APPROP | BUDGET<br>YEAR<br>FY 2017 | FY 2018 | FIVE YEAR CAPITAL PROGRAM |         |         |         |
|---------------|---------------|-----------------|---------------------------|---------|---------------------------|---------|---------|---------|
|               |               |                 |                           |         | FY 2019                   | FY 2020 | FY 2021 | FY 2022 |

HIGHWAYS FUND

BRIDGES

Open Projects:

|                                |           |           |   |   |   |   |   |   |
|--------------------------------|-----------|-----------|---|---|---|---|---|---|
| Bridge Rehabilitation          | 2,850,000 | 2,850,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Hess Road Bridge #82           | 1,300,000 | 1,300,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Jericho Road Bridge            | 1,530,000 | 1,530,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Robinson Mill Road Bridge #154 | 1,385,000 | 1,385,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Watervale Road Bridge #63      | 4,155,000 | 4,155,000 | 0 | 0 | 0 | 0 | 0 | 0 |

|                          |            |            |           |           |           |           |           |           |
|--------------------------|------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Bridges Total by Project | 52,380,008 | 29,115,008 | 2,630,000 | 7,215,000 | 5,295,000 | 3,345,000 | 1,650,000 | 3,130,000 |
|--------------------------|------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|

|                |            |            |           |           |           |           |         |           |
|----------------|------------|------------|-----------|-----------|-----------|-----------|---------|-----------|
| Paygo          | 20,533,557 | 14,038,557 | 425,000   | 1,160,000 | 1,000,000 | 2,010,000 | 950,000 | 950,000   |
| Prior Paygo    | 0          | 0          | 0         | 0         | 0         | 0         | 0       | 0         |
| Future Bonds   | 12,034,000 | 0          | 1,190,000 | 4,680,000 | 2,809,000 | 1,335,000 | 0       | 2,020,000 |
| Prior Bonds    | 1,692,268  | 1,692,268  | 0         | 0         | 0         | 0         | 0       | 0         |
| Reappropriated | 443,183    | 443,183    | 0         | 0         | 0         | 0         | 0       | 0         |
| State          | 0          | 0          | 0         | 0         | 0         | 0         | 0       | 0         |
| Federal        | 17,197,000 | 12,461,000 | 1,015,000 | 1,375,000 | 1,486,000 | 0         | 700,000 | 160,000   |
| Other          | 0          | 0          | 0         | 0         | 0         | 0         | 0       | 0         |
| Developer      | 480,000    | 480,000    | 0         | 0         | 0         | 0         | 0       | 0         |

|                       |            |            |           |           |           |           |           |           |
|-----------------------|------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Bridges Total by Fund | 52,380,008 | 29,115,008 | 2,630,000 | 7,215,000 | 5,295,000 | 3,345,000 | 1,650,000 | 3,130,000 |
|-----------------------|------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|

ROADWAYS

FY 17 Funded Projects:

|                                                       |           |           |           |         |         |         |         |         |
|-------------------------------------------------------|-----------|-----------|-----------|---------|---------|---------|---------|---------|
| Bel Air Transportation Study                          | 295,716   | 300,000   | (4,284)   | 0       | 0       | 0       | 0       | 0       |
| Drainage Improvements                                 | 2,300,000 | 1,225,000 | 200,000   | 175,000 | 175,000 | 175,000 | 175,000 | 175,000 |
| Guardrails                                            | 1,150,000 | 425,000   | 100,000   | 125,000 | 125,000 | 125,000 | 125,000 | 125,000 |
| Intersection Improvements                             | 3,931,728 | 2,227,444 | 204,284   | 300,000 | 300,000 | 300,000 | 300,000 | 300,000 |
| Moore's Mill Road                                     | 9,713,088 | 7,212,113 | 2,500,975 | 0       | 0       | 0       | 0       | 0       |
| New Roads and Stormdrains                             | 3,475,000 | 1,475,000 | 1,000,000 | 200,000 | 200,000 | 200,000 | 200,000 | 200,000 |
| Stormdrain Replacement                                | 2,816,231 | 1,391,231 | 75,000    | 250,000 | 250,000 | 250,000 | 300,000 | 300,000 |
| Tollgate Road (West Ring Factory Rd. to Plumtree Rd.) | 5,473,439 | 3,143,439 | 2,330,000 | 0       | 0       | 0       | 0       | 0       |
| Wheel Road (Laurel Bush to Fairway)                   | 6,403,915 | 6,626,226 | (222,311) | 0       | 0       | 0       | 0       | 0       |

Outyear Projects:

|                                                     |           |         |   |           |         |         |         |         |
|-----------------------------------------------------|-----------|---------|---|-----------|---------|---------|---------|---------|
| Bata Blvd. Access Road                              | 600,000   | 0       | 0 | 150,000   | 0       | 0       | 450,000 | 0       |
| MD152/Oakmont Road/Port Lane                        | 950,732   | 400,732 | 0 | 0         | 0       | 0       | 550,000 | 0       |
| Schucks Road Improvements                           | 1,712,192 | 437,192 | 0 | 1,275,000 | 0       | 0       | 0       | 0       |
| Traffic Calming, Bicycle & Road Safety Improvements | 1,200,000 | 450,000 | 0 | 150,000   | 150,000 | 150,000 | 150,000 | 150,000 |
| Traffic Signals 15                                  | 359,601   | 109,601 | 0 | 50,000    | 50,000  | 50,000  | 50,000  | 50,000  |
| Trimble Road (Joppa Road to Garnett Drive)          | 650,000   | 0       | 0 | 0         | 100,000 | 50,000  | 0       | 500,000 |

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE | TOTAL<br>COST | PRIOR<br>APPROP | BUDGET<br>YEAR<br>FY 2017 | FY 2018 | FIVE YEAR CAPITAL PROGRAM |         |         |         |
|---------------|---------------|-----------------|---------------------------|---------|---------------------------|---------|---------|---------|
|               |               |                 |                           |         | FY 2019                   | FY 2020 | FY 2021 | FY 2022 |

HIGHWAYS FUND

ROADWAYS

Open Projects:

|                                        |         |         |   |   |   |   |   |   |
|----------------------------------------|---------|---------|---|---|---|---|---|---|
| Cape Knoll Road Acceptance             | 150,000 | 150,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Landis Circle - Foxborough Farms       | 350,000 | 350,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Schucks Road Culvert Replacement       | 80,000  | 80,000  | 0 | 0 | 0 | 0 | 0 | 0 |
| Village of Scot's Fancy Starmount Lane | 750,000 | 750,000 | 0 | 0 | 0 | 0 | 0 | 0 |

|                           |            |            |           |           |           |           |           |           |
|---------------------------|------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Roadways Total by Project | 42,361,642 | 26,752,978 | 6,183,664 | 2,675,000 | 1,350,000 | 1,300,000 | 2,300,000 | 1,800,000 |
|---------------------------|------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|

|                |            |            |           |           |           |           |           |           |
|----------------|------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Paygo          | 19,074,206 | 11,449,206 | 575,000   | 1,150,000 | 1,250,000 | 1,200,000 | 1,750,000 | 1,700,000 |
| Future Bonds   | 5,880,000  | 0          | 4,005,000 | 1,425,000 | 0         | 0         | 450,000   | 0         |
| Prior Bonds    | 4,396      | 732        | 3,664     | 0         | 0         | 0         | 0         | 0         |
| Reappropriated | 1,874,601  | 1,874,601  | 0         | 0         | 0         | 0         | 0         | 0         |
| State          | 7,463,439  | 6,863,439  | 600,000   | 0         | 0         | 0         | 0         | 0         |
| Federal        | 240,000    | 240,000    | 0         | 0         | 0         | 0         | 0         | 0         |
| Developer      | 2,993,292  | 1,493,292  | 1,000,000 | 100,000   | 100,000   | 100,000   | 100,000   | 100,000   |
| Other          | 4,831,708  | 4,831,708  | 0         | 0         | 0         | 0         | 0         | 0         |

|                        |            |            |           |           |           |           |           |           |
|------------------------|------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Roadways Total by Fund | 42,361,642 | 26,752,978 | 6,183,664 | 2,675,000 | 1,350,000 | 1,300,000 | 2,300,000 | 1,800,000 |
|------------------------|------------|------------|-----------|-----------|-----------|-----------|-----------|-----------|

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE                            | TOTAL<br>COST      | PRIOR<br>APPROP   | BUDGET<br>YEAR<br>FY 2017 | FY 2018           | FIVE YEAR CAPITAL PROGRAM |                   |                   |                   |
|------------------------------------------|--------------------|-------------------|---------------------------|-------------------|---------------------------|-------------------|-------------------|-------------------|
|                                          |                    |                   |                           |                   | FY 2019                   | FY 2020           | FY 2021           | FY 2022           |
| <b>HIGHWAYS FUND</b>                     |                    |                   |                           |                   |                           |                   |                   |                   |
| <b>RESURFACING</b>                       |                    |                   |                           |                   |                           |                   |                   |                   |
| <b>FY 17 Funded Projects:</b>            |                    |                   |                           |                   |                           |                   |                   |                   |
| Resurfacing Roadways                     | 29,502,435         | 0                 | 5,002,435                 | 4,500,000         | 4,700,000                 | 4,900,000         | 5,100,000         | 5,300,000         |
| <b>Open Projects:</b>                    |                    |                   |                           |                   |                           |                   |                   |                   |
| Resurfacing Roadways 14                  | 6,661,509          | 6,661,509         | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Resurfacing Roadways 15                  | 5,603,106          | 5,603,106         | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Resurfacing Roadways 16                  | 5,292,842          | 5,292,842         | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Resurfacing Total by Project             | 47,059,892         | 17,557,457        | 5,002,435                 | 4,500,000         | 4,700,000                 | 4,900,000         | 5,100,000         | 5,300,000         |
| Paygo                                    | 44,484,500         | 15,095,000        | 4,889,500                 | 4,500,000         | 4,700,000                 | 4,900,000         | 5,100,000         | 5,300,000         |
| Developer                                | 0                  | 0                 | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Reappropriated                           | 2,575,392          | 2,462,457         | 112,935                   | 0                 | 0                         | 0                 | 0                 | 0                 |
| Resurfacing Total by Fund                | 47,059,892         | 17,557,457        | 5,002,435                 | 4,500,000         | 4,700,000                 | 4,900,000         | 5,100,000         | 5,300,000         |
| <b>OTHER</b>                             |                    |                   |                           |                   |                           |                   |                   |                   |
| <b>FY 17 Funded Projects:</b>            |                    |                   |                           |                   |                           |                   |                   |                   |
| APG Gate PILOT                           | 820,603            | 590,000           | 230,603                   | 0                 | 0                         | 0                 | 0                 | 0                 |
| Fleet Replacement                        | 13,942,000         | 7,242,000         | 1,700,000                 | 1,000,000         | 1,000,000                 | 1,000,000         | 1,000,000         | 1,000,000         |
| Refresh Program                          | 450,500            | 323,000           | 42,500                    | 42,500            | 42,500                    | 0                 | 0                 | 0                 |
| Safeguarding Business Operations         | 3,187,450          | 2,437,450         | 250,000                   | 250,000           | 250,000                   | 0                 | 0                 | 0                 |
| Sidewalks and Handicapped Ramps          | 1,749,300          | 780,000           | 219,300                   | 150,000           | 150,000                   | 150,000           | 150,000           | 150,000           |
| <b>Outyear Projects:</b>                 |                    |                   |                           |                   |                           |                   |                   |                   |
| Efficiency Capital Investment Project    | 355,000            | 155,000           | 0                         | 40,000            | 40,000                    | 40,000            | 40,000            | 40,000            |
| Equipment Sheds                          | 200,000            | 0                 | 0                         | 100,000           | 100,000                   | 0                 | 0                 | 0                 |
| <b>Open Projects:</b>                    |                    |                   |                           |                   |                           |                   |                   |                   |
| Facilities Repair Program                | 1,007,000          | 1,007,000         | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Fuel Dispensing System Upgrade           | 950,000            | 950,000           | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Glen Elyn Culvert and Ponds Repair       | 392,500            | 392,500           | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Harford County Metro Area Network (HMAN) | 930,000            | 930,000           | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Hickory II Improvements                  | 823,503            | 823,503           | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Primrose Place                           | 146,000            | 146,000           | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| 700 MHz Wireless Radio System Equipment  | 1,600,000          | 1,600,000         | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Other Total by Project                   | 26,553,856         | 17,376,453        | 2,442,403                 | 1,582,500         | 1,582,500                 | 1,190,000         | 1,190,000         | 1,190,000         |
| Paygo                                    | 25,851,056         | 16,842,953        | 2,273,103                 | 1,582,500         | 1,582,500                 | 1,190,000         | 1,190,000         | 1,190,000         |
| Special Paygo                            | 0                  | 0                 | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Reappropriated                           | 25,000             | 25,000            | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Federal                                  | 169,300            | 64,650            | 104,650                   | 0                 | 0                         | 0                 | 0                 | 0                 |
| State                                    | 70,000             | 70,000            | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Developer                                | 64,650             | 0                 | 64,650                    | 0                 | 0                         | 0                 | 0                 | 0                 |
| Other                                    | 373,850            | 373,850           | 0                         | 0                 | 0                         | 0                 | 0                 | 0                 |
| Other Total by Fund                      | 26,553,856         | 17,376,453        | 2,442,403                 | 1,582,500         | 1,582,500                 | 1,190,000         | 1,190,000         | 1,190,000         |
| <b>TOTAL HIGHWAYS CAPITAL</b>            | <b>168,355,398</b> | <b>90,801,896</b> | <b>16,258,502</b>         | <b>15,972,500</b> | <b>12,927,500</b>         | <b>10,735,000</b> | <b>10,240,000</b> | <b>11,420,000</b> |

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE | TOTAL<br>COST | PRIOR<br>APPROP | BUDGET<br>YEAR<br>FY 2017 | FY 2018 | FIVE YEAR CAPITAL PROGRAM |         |         |         |
|---------------|---------------|-----------------|---------------------------|---------|---------------------------|---------|---------|---------|
|               |               |                 |                           |         | FY 2019                   | FY 2020 | FY 2021 | FY 2022 |

WATER & SEWER FUND

WATER PROJECTS

FY 17 Funded Projects:

|                                               |           |           |             |         |         |         |         |           |
|-----------------------------------------------|-----------|-----------|-------------|---------|---------|---------|---------|-----------|
| Efficiency Capital Investment Projects        | 300,000   | 150,000   | 150,000     | 0       | 0       | 0       | 0       | 0         |
| Fleet Replacement                             | 8,103,530 | 2,662,000 | 800,000     | 840,000 | 882,000 | 926,100 | 972,405 | 1,021,025 |
| Refresh Program                               | 477,000   | 342,000   | 45,000      | 45,000  | 45,000  | 0       | 0       | 0         |
| Safeguarding Business Operations              | 3,324,650 | 2,574,650 | 250,000     | 250,000 | 250,000 | 0       | 0       | 0         |
| Site Acquisition                              | 435,073   | 800,000   | (364,927)   | 0       | 0       | 0       | 0       | 0         |
| Site Acquisition 17                           | 364,927   | 0         | 364,927     | 0       | 0       | 0       | 0       | 0         |
| Tank Painting FY 17                           | 4,800,000 | 0         | 800,000     | 800,000 | 800,000 | 800,000 | 800,000 | 800,000   |
| Water and Sewer Authority Study Establishment | 1,000,000 | 2,000,000 | (1,000,000) | 0       | 0       | 0       | 0       | 0         |
| Water System Model Study                      | 300,000   | 0         | 300,000     | 0       | 0       | 0       | 0       | 0         |
| Water Zone Improvements                       | 600,000   | 150,000   | 300,000     | 150,000 | 0       | 0       | 0       | 0         |

Outyear Projects:

|                                              |           |           |   |           |           |           |           |           |
|----------------------------------------------|-----------|-----------|---|-----------|-----------|-----------|-----------|-----------|
| Central W&S Laboratory                       | 4,350,000 | 0         | 0 | 0         | 0         | 400,000   | 3,950,000 | 0         |
| HDG WTP Upgrade                              | 3,000,000 | 0         | 0 | 0         | 0         | 300,000   | 0         | 2,700,000 |
| Oak Grove Booster Station                    | 330,000   | 0         | 0 | 330,000   | 0         | 0         | 0         | 0         |
| Rate Study Revisited #1                      | 150,000   | 0         | 0 | 0         | 150,000   | 0         | 0         | 0         |
| Reconstruct Perryman Wellhouses/Wells        | 1,860,000 | 0         | 0 | 0         | 210,000   | 1,650,000 | 0         | 0         |
| Replacement of Water Booster Station SCADA   | 1,500,000 | 300,000   | 0 | 1,200,000 | 0         | 0         | 0         | 0         |
| Renewal and Replacement Water Infrastructure | 1,600,000 | 400,000   | 0 | 0         | 300,000   | 300,000   | 300,000   | 300,000   |
| Rt. 7 Transmission Parallel Ph 1             | 2,525,000 | 0         | 0 | 0         | 0         | 250,000   | 0         | 2,275,000 |
| Rt. 7 Transmission Parallel Ph 2             | 8,850,000 | 0         | 0 | 0         | 0         | 0         | 900,000   | 7,950,000 |
| US 40 and Rt 159 SHA Water Relocation        | 3,800,000 | 2,600,000 | 0 | 0         | 1,200,000 | 0         | 0         | 0         |

Open Projects:

|                                                          |            |            |   |   |   |   |   |   |
|----------------------------------------------------------|------------|------------|---|---|---|---|---|---|
| Abingdon Road Water                                      | 8,300,000  | 8,300,000  | 0 | 0 | 0 | 0 | 0 | 0 |
| Abingdon WTP Expansion                                   | 76,535,000 | 76,535,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| City of Baltimore - Deer Creek PS and Valve Improvements | 3,700,000  | 3,700,000  | 0 | 0 | 0 | 0 | 0 | 0 |
| City of Baltimore Raw Water Supply                       | 3,300,000  | 3,300,000  | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction Unanticipated 12                            | 300,000    | 300,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| Construction Unanticipated 15                            | 460,000    | 460,000    | 0 | 0 | 0 | 0 | 0 | 0 |
| HMAN (Harford County Metro Area Network)                 | 1,220,000  | 1,220,000  | 0 | 0 | 0 | 0 | 0 | 0 |

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE                                         | TOTAL<br>COST      | PRIOR<br>APPROP    | BUDGET<br>YEAR<br>FY 2017 | FY 2018          | FIVE YEAR CAPITAL PROGRAM |                  |                  |                   |
|-------------------------------------------------------|--------------------|--------------------|---------------------------|------------------|---------------------------|------------------|------------------|-------------------|
|                                                       |                    |                    |                           |                  | FY 2019                   | FY 2020          | FY 2021          | FY 2022           |
| <b>WATER &amp; SEWER FUND</b>                         |                    |                    |                           |                  |                           |                  |                  |                   |
| <b>WATER PROJECTS</b>                                 |                    |                    |                           |                  |                           |                  |                  |                   |
| Magnolia Booster Station                              | 1,450,000          | 1,450,000          | 0                         | 0                | 0                         | 0                | 0                | 0                 |
| Tank Painting 12                                      | 300,000            | 300,000            | 0                         | 0                | 0                         | 0                | 0                | 0                 |
| Tank Painting 14                                      | 500,000            | 500,000            | 0                         | 0                | 0                         | 0                | 0                | 0                 |
| Tank Painting 15                                      | 800,000            | 800,000            | 0                         | 0                | 0                         | 0                | 0                | 0                 |
| Tank Painting 16                                      | 700,000            | 700,000            | 0                         | 0                | 0                         | 0                | 0                | 0                 |
| Tollgate Road Water Main Parallel 15                  | 1,292,227          | 1,292,227          | 0                         | 0                | 0                         | 0                | 0                | 0                 |
| Underground & Aboveground Storage Tank Management     | 50,000             | 50,000             | 0                         | 0                | 0                         | 0                | 0                | 0                 |
| Water and Sewer Billing Project                       | 1,500,000          | 1,500,000          | 0                         | 0                | 0                         | 0                | 0                | 0                 |
| Water Meter Upgrade                                   | 1,210,000          | 1,210,000          | 0                         | 0                | 0                         | 0                | 0                | 0                 |
| <b>Water Total by Project</b>                         | <b>149,287,407</b> | <b>113,595,877</b> | <b>1,645,000</b>          | <b>3,615,000</b> | <b>3,837,000</b>          | <b>4,626,100</b> | <b>6,922,405</b> | <b>15,046,025</b> |
| Paygo                                                 | 28,742,624         | 14,789,473         | 1,361,621                 | 2,085,000        | 2,637,000                 | 3,676,100        | 2,072,405        | 2,121,025         |
| Prior Paygo                                           | (300,000)          | 0                  | (300,000)                 | 0                | 0                         | 0                | 0                | 0                 |
| Future Bonds                                          | 21,455,000         | 0                  | 0                         | 1,530,000        | 1,200,000                 | 950,000          | 4,850,000        | 12,925,000        |
| Prior Bonds                                           | 97,682,460         | 97,682,460         | 0                         | 0                | 0                         | 0                | 0                | 0                 |
| Reappropriated                                        | 1,407,323          | 973,944            | 433,379                   | 0                | 0                         | 0                | 0                | 0                 |
| State                                                 | 300,000            | 150,000            | 150,000                   | 0                | 0                         | 0                | 0                | 0                 |
| <b>Water Total by Fund</b>                            | <b>149,287,407</b> | <b>113,595,877</b> | <b>1,645,000</b>          | <b>3,615,000</b> | <b>3,837,000</b>          | <b>4,626,100</b> | <b>6,922,405</b> | <b>15,046,025</b> |
| <b>SEWER PROJECTS</b>                                 |                    |                    |                           |                  |                           |                  |                  |                   |
| <b>FY 17 Funded Projects:</b>                         |                    |                    |                           |                  |                           |                  |                  |                   |
| Bill Bass PS FM Replacement                           | 11,200,384         | 700,384            | 200,000                   | 5,150,000        | 5,150,000                 | 0                | 0                | 0                 |
| Bio Solids Facilities Enhancements                    | 4,650,000          | 0                  | 900,000                   | 3,750,000        | 0                         | 0                | 0                | 0                 |
| Bynum Ridge Replacement Sewer                         | 415,000            | 200,000            | 40,000                    | 0                | 0                         | 0                | 0                | 175,000           |
| Bynum Run Interceptor Phase 6&7                       | 16,466,340         | 9,066,340          | 400,000                   | 0                | 3,500,000                 | 3,500,000        | 0                | 0                 |
| Fallston Sanitation Sub-District Sewer Capacity Study | 300,000            | 0                  | 300,000                   | 0                | 0                         | 0                | 0                | 0                 |
| Ring Factory PS and Fairwind Farms Abandonment        | 1,360,000          | 960,000            | 400,000                   | 0                | 0                         | 0                | 0                | 0                 |
| Sod Run Facility Improvements                         | 7,100,000          | 3,300,000          | (200,000)                 | 0                | 1,300,000                 | 1,000,000        | 700,000          | 1,000,000         |
| <b>Outyear Projects:</b>                              |                    |                    |                           |                  |                           |                  |                  |                   |
| Ah-Ha Collector Upgrade                               | 1,950,000          | 0                  | 0                         | 0                | 0                         | 0                | 950,000          | 1,000,000         |
| Edgewood Interceptor Sewer Parallel                   | 14,600,000         | 500,000            | 0                         | 0                | 0                         | 3,600,000        | 10,500,000       | 0                 |
| Infiltration and Inflow                               | 650,000            | 350,000            | 0                         | 100,000          | 0                         | 100,000          | 0                | 100,000           |
| Renewal and Replacement Sewer Infrastructure          | 2,000,000          | 800,000            | 0                         | 0                | 300,000                   | 300,000          | 300,000          | 300,000           |
| <b>Open Projects:</b>                                 |                    |                    |                           |                  |                           |                  |                  |                   |
| Bush Creek Pump Station                               | 28,400,000         | 28,400,000         | 0                         | 0                | 0                         | 0                | 0                | 0                 |
| ENR Refinement at Sod Run                             | 57,500,000         | 57,500,000         | 0                         | 0                | 0                         | 0                | 0                | 0                 |
| Green Ridge Pump Station Replacement                  | 1,500,000          | 1,500,000          | 0                         | 0                | 0                         | 0                | 0                | 0                 |
| Harford WWTP Facility Improvements                    | 885,000            | 885,000            | 0                         | 0                | 0                         | 0                | 0                | 0                 |

HARFORD COUNTY, MARYLAND  
APPROVED SIX YEAR CAPITAL IMPROVEMENT PROGRAM

| PROJECT TITLE | TOTAL<br>COST | PRIOR<br>APPROP | BUDGET<br>YEAR<br>FY 2017 | FY 2018 | FIVE YEAR CAPITAL PROGRAM |         |         |         |
|---------------|---------------|-----------------|---------------------------|---------|---------------------------|---------|---------|---------|
|               |               |                 |                           |         | FY 2019                   | FY 2020 | FY 2021 | FY 2022 |

WATER & SEWER FUND

SEWER PROJECTS

Open Projects (cont.):

|                                            |           |           |   |   |   |   |   |   |
|--------------------------------------------|-----------|-----------|---|---|---|---|---|---|
| Joppatowne Pump Station No. 47             | 4,050,000 | 4,050,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Lower Bynum Run                            | 9,640,000 | 9,640,000 | 0 | 0 | 0 | 0 | 0 | 0 |
| Oaklyn Manor/Joppa Area Sewer Relief       | 1,950,300 | 1,950,300 | 0 | 0 | 0 | 0 | 0 | 0 |
| Town Center Drive Pump Station Replacement | 350,000   | 350,000   | 0 | 0 | 0 | 0 | 0 | 0 |
| Utility Protection/Restoration             | 500,000   | 500,000   | 0 | 0 | 0 | 0 | 0 | 0 |

|                               |                    |                    |                  |                  |                   |                  |                   |                  |
|-------------------------------|--------------------|--------------------|------------------|------------------|-------------------|------------------|-------------------|------------------|
| <b>Sewer Total by Project</b> | <b>165,467,024</b> | <b>120,652,024</b> | <b>2,040,000</b> | <b>9,000,000</b> | <b>10,250,000</b> | <b>8,500,000</b> | <b>12,450,000</b> | <b>2,575,000</b> |
| Paygo                         | 9,289,620          | 7,174,620          | 440,000          | 100,000          | 300,000           | 400,000          | 300,000           | 575,000          |
| Prior Paygo                   | 300,000            | 0                  | 300,000          | 0                | 0                 | 0                | 0                 | 0                |
| Future Bonds                  | 42,200,000         | 0                  | 1,100,000        | 8,900,000        | 9,950,000         | 8,100,000        | 12,150,000        | 2,000,000        |
| Prior Bonds                   | 65,139,520         | 65,049,802         | 89,718           | 0                | 0                 | 0                | 0                 | 0                |
| Reappropriated                | 610,566            | 500,284            | 110,282          | 0                | 0                 | 0                | 0                 | 0                |
| State                         | 46,400,000         | 46,400,000         | 0                | 0                | 0                 | 0                | 0                 | 0                |
| Federal                       | 1,250,300          | 1,250,300          | 0                | 0                | 0                 | 0                | 0                 | 0                |
| Other                         | 0                  | 0                  | 0                | 0                | 0                 | 0                | 0                 | 0                |
| Developer                     | 277,018            | 277,018            | 0                | 0                | 0                 | 0                | 0                 | 0                |
| <b>Sewer Total by Fund</b>    | <b>165,467,024</b> | <b>120,652,024</b> | <b>2,040,000</b> | <b>9,000,000</b> | <b>10,250,000</b> | <b>8,500,000</b> | <b>12,450,000</b> | <b>2,575,000</b> |

|                                        |                    |                    |                  |                   |                   |                   |                   |                   |
|----------------------------------------|--------------------|--------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| <b>TOTAL WATER &amp; SEWER CAPITAL</b> | <b>314,754,431</b> | <b>234,247,901</b> | <b>3,685,000</b> | <b>12,615,000</b> | <b>14,087,000</b> | <b>13,126,100</b> | <b>19,372,405</b> | <b>17,621,025</b> |
|----------------------------------------|--------------------|--------------------|------------------|-------------------|-------------------|-------------------|-------------------|-------------------|

|                                                   | TOTAL<br>COST        | PRIOR<br>APPROP      | BUDGET<br>FY 2017 | FY 2018           | FIVE YEAR CAPITAL PROGRAM |                   |                   |                   |
|---------------------------------------------------|----------------------|----------------------|-------------------|-------------------|---------------------------|-------------------|-------------------|-------------------|
|                                                   |                      |                      |                   |                   | FY 2019                   | FY 2020           | FY 2021           | FY 2022           |
| <b>TOTAL APPROVED CAPITAL IMPROVEMENT PROGRAM</b> | <b>1,542,235,472</b> | <b>1,097,050,367</b> | <b>80,271,575</b> | <b>85,737,500</b> | <b>93,571,500</b>         | <b>61,746,100</b> | <b>62,927,405</b> | <b>60,931,025</b> |

## **HIGHLIGHTS OF GRANTS FUND**

The Grants Fund was established to account for the receipt, appropriation, and expenditure of certain Federal, State, and private monies received in grant form in accordance with Harford County Charter Article V, Section 518(b), and appropriately executed agreements. Harford County actively pursues available intergovernmental financing to initiate or supplement funding of some of its programs, but it is County policy to review the long-term fiscal impact of all proposed grant programs to avoid dependence on outside funding sources which could negatively influence the welfare and safety of the community.

Article V, Section 518(b) of the Harford County Charter states, in part, “Revenues from grant allocations which were unanticipated in any current fiscal year may be appropriated by legislative act of the Council upon request of the County Executive. The appropriation shall be made to the proper grant account established by revenues. For this fiscal year, the Annual Budget Ordinance includes a budget item referred to as “Anticipated and Unanticipated Federal, State and Private Grant Funds” which will provide a block of money (\$35,000,000) to be drawn upon during Fiscal Year 2016-2017 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 2016-2017, Harford County plans to participate in over 67 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.

**Department of Community Services (Director of Community Services) - Anticipated FY17 Grants**

| TITLE OF GRANT          | GRANT PURPOSE                                                                           | Source of Anticipated Funding |                  |       |              | Grant Dates      | Recurring or One Time |
|-------------------------|-----------------------------------------------------------------------------------------|-------------------------------|------------------|-------|--------------|------------------|-----------------------|
|                         |                                                                                         | Federal                       | State            | Other | County Match |                  |                       |
| MACRO Performance Grant | Grant provides quality, free alternative dispute resolution services to the citizens of |                               | \$55,000         |       |              | 7/1/16 - 6/30/17 | Recurring             |
| Local Management Board  | Program funding for Local Management Board                                              |                               | \$482,994        |       |              | 7/1/16 - 6/30/17 | Recurring             |
|                         | <b>TOTALS:</b>                                                                          |                               | <b>\$537,994</b> |       | <b>\$ -</b>  |                  |                       |



### Department of Emergency Services - Anticipated FY17 Grants

| TITLE OF GRANT                                           | GRANT PURPOSE                                                                                                                                                                                                                                                                                                                    | Source of Anticipated Funding |                |             |                  | Grant Dates       | Recurring or One Time |
|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------------|-------------|------------------|-------------------|-----------------------|
|                                                          |                                                                                                                                                                                                                                                                                                                                  | Federal                       | State          | Other       | County Match     |                   |                       |
| Emergency Management Performance Grant                   | This grant will be used to purchase equipment for the sake of interoperability for Harford County.                                                                                                                                                                                                                               | \$130,924                     |                |             | \$130,946        | 10/1/16 - 6/30/18 | Recurring             |
| State Homeland Security Program                          | Activities may include preparation for or response to catastrophic events, provided that the activities also build capabilities that relate to terrorism. This particular funding will go toward paying salary for an emergency planner and the yearly maintenance on the Connect CTY System.                                    | \$114,308                     |                |             |                  | 9/1/16 - 5/31/17  | Recurring             |
| Urban Areas Security Initiative                          | Grant provides financial assistance to address the unique multidiscipline planning, operations, equipment, training, and exercise needs of high-threat, high-density Urban Areas, and to assist in building and sustaining capabilities to prevent, protect against, respond to, and recover from threats and acts of terrorism. | \$851,044                     |                |             |                  | 9/1/16 - 5/31/18  | Recurring             |
| Maryland Institute for Emergency Medical Services System | Grant monies to be used for mandatory Emergency Medical Dispatch Training.                                                                                                                                                                                                                                                       |                               | \$3,409        |             |                  | 9/1/16 - 6/15/17  | Recurring             |
| Hazardous Materials Emergency Preparedness Grant Program | To provide a training for a week for the Hazmat Team and also for planning purposes of a traffic study of hazardous materials entering Harford County.                                                                                                                                                                           | \$7,900                       |                |             | \$1,975          | 10/1/16 - 9/30/17 | Recurring             |
| <b>TOTALS:</b>                                           |                                                                                                                                                                                                                                                                                                                                  | <b>\$1,104,176</b>            | <b>\$3,409</b> | <b>\$ -</b> | <b>\$132,921</b> |                   |                       |

## Department of Community Services (Office of Drug Control Policy) - Anticipated FY17 Grants

| TITLE OF GRANT                                                       | GRANT PURPOSE                                                                                                                                    | Source of Anticipated Funding |                  |       |              | Grant Dates       | Recurring or One Time |
|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------------|-------|--------------|-------------------|-----------------------|
|                                                                      |                                                                                                                                                  | Federal                       | State            | Other | County Match |                   |                       |
| DJS-Juvenile Drug Court                                              | Grant provides for the enhancement of the Juvenile Drug Court.                                                                                   |                               | \$75,000         |       |              | 7/1/16 - 6/30/17  | Recurring             |
| Alcohol and Drug Prevention                                          | Grant provides funding for drug and alcohol prevention.                                                                                          |                               | \$126,766        |       |              | 7/1/16 - 6/30/17  | Recurring             |
| Harford County Circuit Family Recovery - Juvenile Drug Court Program | Grant provides for the coordinator's salary, drug testing, transportation, and for case management for family recovery and juvenile drug courts. |                               | \$110,000        |       |              | 7/1/16 - 6/30/17  | Recurring             |
| Harford County District Adult Drug - DUI Court Programs              | Grant funds provide for drug testing, transportation, and case management for the Drug Court operating in the District Court                     |                               | \$147,500        |       |              | 7/1/16 - 6/30/17  | Recurring             |
| Opioid Misuse Prevention                                             | Grant funds are used to address the opioid misuse problem; strategies include data collection using the Strategic Prevention Framework model.    | \$82,044                      |                  |       |              | 7/1/16 - 6/30/17  |                       |
| Harford County DUI Offender Court                                    | Grant funds supplement the operation of a DUI Court in the District Court of Maryland serving Harford County.                                    | \$57,150                      |                  |       |              | 10/1/16 - 9/30/17 | Recurring             |
| <b>TOTALS:</b>                                                       |                                                                                                                                                  | <b>\$139,194</b>              | <b>\$459,266</b> |       | <b>\$0</b>   |                   |                       |

## Harford County Housing Agency - Anticipated FY17 Grants

| TITLE OF GRANT               | GRANT PURPOSE                                                                                                                                                                                                                                                                                                               | Source of Anticipated Funding |          |       |              | Grant Dates       | Recurring or One Time |
|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------|-------|--------------|-------------------|-----------------------|
|                              |                                                                                                                                                                                                                                                                                                                             | Federal                       | State    | Other | County Match |                   |                       |
| Housing Choice Voucher       | This grant provides for subsidized rental housing to eligible families.                                                                                                                                                                                                                                                     | \$6,900,000                   |          |       |              | 1/1/17 - 12/31/17 | Recurring             |
| Housing Counselor            | This grant provides housing and reverse mortgage counselor services.                                                                                                                                                                                                                                                        |                               | \$36,916 |       |              | 7/1/16 - 6/30/17  | Recurring             |
| Rental Assistance Program    | This grant provides funds for temporary (12 months) rental subsidy to eligible families with critical housing needs. Families assisted must demonstrate ability to become self-sufficient within the 12 month period.                                                                                                       |                               | \$40,000 |       |              | 10/1/16 - 9/30/17 | Recurring             |
| Section 8 Mainstream Program | This grant provides financial assistance for housing to nonelderly, disabled individuals/families.                                                                                                                                                                                                                          | \$570,936                     |          |       |              | 1/1/17 - 12/31/17 | Recurring             |
| VASH                         | This grant combines Housing Choice Voucher (HCV) rental assistance for homeless Veterans with case management and clinical services provided by the Department of Veterans Affairs (VA).                                                                                                                                    | \$105,966                     |          |       |              | 10/1/16 - 9/30/17 | Recurring             |
| FSS                          | The Family Self-Sufficiency (FSS) program enables families assisted through the Housing Choice Voucher (HCV) program opportunities for education, job training, counseling and other forms of social service assistance, while living in assisted housing, so they can obtain skills necessary to achieve self-sufficiency. | \$27,883                      |          |       |              | 1/1/17 - 12/31/17 | Recurring             |
| HOPWA                        | This grant provides funds for subsidized housing to individuals/families with specific disabilities.                                                                                                                                                                                                                        | \$155,924                     |          |       |              | 7/1/16 - 6/30/17  | Recurring             |
| Housing Choice Voucher Admin | This grant provides for the administration costs associated with providing subsidized rental housing to eligible families.                                                                                                                                                                                                  | \$612,000                     |          |       |              | 1/1/17 - 12/31/17 | Recurring             |

### Harford County Housing Agency - Anticipated FY17 Grants

| TITLE OF GRANT                                                                           | GRANT PURPOSE                                                                                                                                                                                | Source of Anticipated Funding |                  |             |                 | Grant Dates       | Recurring or One Time |
|------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------------|-------------|-----------------|-------------------|-----------------------|
|                                                                                          |                                                                                                                                                                                              | Federal                       | State            | Other       | County Match    |                   |                       |
| Service-Linked Housing                                                                   | Grant funds the salary of a case manager employed by Inner County Outreach.                                                                                                                  |                               | \$17,242         |             |                 | 7/1/16 - 6/30/17  | Recurring             |
| Homeless Women's Crisis Shelter Home Program                                             | Grant funds the salary of a case manager employed by SARC.                                                                                                                                   |                               | \$66,944         |             |                 | 7/1/16 - 6/30/17  | Recurring             |
| Supportive Housing Grant                                                                 | The Supportive Housing grants are a "pass through" grant for temporary and permanent housing expenses including leasing, operating costs, and supportive services.                           | \$629,977                     |                  |             |                 | 10/1/16 - 9/30/17 | Recurring             |
| Community Development Block Grant                                                        | Grant funds benefit low to moderate income population eliminating slum and blight, and meets urgent community development needs.                                                             | \$955,510                     |                  |             |                 | 7/1/16 - 6/30/17  | Recurring             |
| Home Investment Partnership                                                              | Grant funds allow for the expanding the supply of decent and affordable housing in Harford County.                                                                                           | \$305,512                     |                  |             | \$86,274        | 7/1/16 - 6/30/17  | Recurring             |
| Emergency and Transitional Housing Services (ETHS) and Homeless Prevention Program (HPP) | Grant funds assist homeless persons/families and those at risk of becoming homeless with shelter and supportive services, both in emergency and transitional shelters.                       |                               | \$54,338         |             |                 | 7/1/16 - 6/30/17  | Recurring             |
| Homeless Prevention Program                                                              | This program provides non-monetary assistance to households with a pending eviction, and in some jurisdictions, support counselors who work with tenants and landlords to prevent evictions. |                               | \$19,734         |             |                 | 7/1/16 - 6/30/17  | Recurring             |
| Emergency Solutions Grant                                                                | Grant funds emergency services for homeless people, including shelter and supportive services and transitional shelters.                                                                     | \$70,125                      |                  |             |                 | 10/1/16 - 9/30/17 | Recurring             |
| <b>TOTALS</b>                                                                            | <b>TOTALS:</b>                                                                                                                                                                               | <b>\$10,333,833</b>           | <b>\$235,174</b> | <b>\$ -</b> | <b>\$86,274</b> |                   |                       |

### Circuit Court for Harford County - Anticipated FY17 Grants

| TITLE OF GRANT                       | GRANT PURPOSE                                                                                                                                                                                                          | Source of Anticipated Funding |                  |                  |                 | Grant Dates       | Recurring or One Time |
|--------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------------|------------------|-----------------|-------------------|-----------------------|
|                                      |                                                                                                                                                                                                                        | Federal                       | State            | Other            | County Match    |                   |                       |
| Family Court Services                | This grant funds numerous programs and services for Alternative Dispute Resolution, facilitated visitation, psychological evaluations, personnel and services for children's groups, and child custody investigations. |                               | \$360,030        |                  |                 | 7/1/16 - 6/30/17  | Recurring             |
| CASA                                 | This grant focuses on representing the best interest of abused, neglected and dependent children in Court proceedings.                                                                                                 |                               | \$86,510         | \$ 49,133        | \$30,000        | 7/1/16 - 6/30/17  | Recurring             |
| Access/Visitation Program            | Provide access/visitation services to non-custodial parents. Goal is to develop and produce 50 visitation plans targeting separated families in which child support and access is the issue.                           | \$212,588                     |                  |                  |                 | 10/1/16 - 9/30/19 | Recurring             |
| Transition-Age Youth Initiative      | This program supports specialized training for advocates who work with transition-age youth to prepare them for independent living.                                                                                    | \$14,643`                     |                  | \$ 7,915         |                 | 10/1/16 - 9/30/17 | Recurring             |
| Child in Need of Assistance Advocacy | This program sassists in developing and implementing strategies specifically intended to provide assistance to victims of crime in the State of Maryland.                                                              | \$33,915                      |                  | \$ 8,478         |                 | 10/1/16 - 9/30/17 | Recurring             |
| <b>TOTALS:</b>                       |                                                                                                                                                                                                                        | <b>\$246,503</b>              | <b>\$446,540</b> | <b>\$ 65,526</b> | <b>\$30,000</b> |                   |                       |

| Department of Community Services (Office on Aging) - Anticipated FY17 Grants |                                                                                                                                                                                                                                                                                                                                  |                               |                   |             |                  |                   |                       |
|------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------------------|-------------|------------------|-------------------|-----------------------|
| TITLE OF GRANT                                                               | GRANT PURPOSE                                                                                                                                                                                                                                                                                                                    | Source of Anticipated Funding |                   |             |                  | Grant Dates       | Recurring or One Time |
|                                                                              |                                                                                                                                                                                                                                                                                                                                  | Federal                       | State             | Other       | County Match     |                   |                       |
| Maryland Department of Aging Grants                                          | These grants provide a variety of services to people over the age of 60; State Nutrition; Senior 1 & A; Senior Care; SALGHS, State Ombudsman and VEPI.                                                                                                                                                                           |                               | \$403,288         |             |                  | 7/1/16 - 6/30/17  | Recurring             |
| Older Americans Act                                                          | Grant provides a variety of services to people over the age of 60. Programs include Congregate Nutrition, Home Delivered Meals, Legal Services, Senior Center operation and programs, Ombudsman, Senior Information & Assistance, In-Home Services, Health Education and Physical Fitness, and Caregiver's support and services. | \$725,134                     |                   |             | \$341,330        | 10/1/16 - 9/30/17 | Recurring             |
| Senior Medicare Patrol - Health Care Fraud Program Expansion                 | Grant funds promote awareness of Medicare and Medicaid healthcare fraud, waste and abuse.                                                                                                                                                                                                                                        | \$4,832                       |                   |             | \$9,433          | 6/1/16 - 5/31/17  | Recurring             |
|                                                                              | This grant provides health insurance counseling (e.g. Medicare, private insurance, HMOs, insurance fraud, et.); assists people with organizing medical bills, and advocates with medical providers.                                                                                                                              | \$21,597                      |                   |             | \$17,437         | 4/1/16 - 3/31/17  | Recurring             |
| Medicare Improvements for Patients and Providers (MIPPA)                     | Grant funds allow for outreach and enrollment for low income Medicare beneficiaries to help with drug premiums, copayments and deductibles.                                                                                                                                                                                      | \$7,460                       |                   |             |                  | 9/30/16 - 9/29/17 | Recurring             |
| Senior Center Operating                                                      | The program's goal is to increase overall awareness about healthy eating and to target the nutritionally at risk population.                                                                                                                                                                                                     |                               | \$3,000           |             |                  | 7/1/16 - 6/30/17  | Recurring             |
| <b>TOTALS:</b>                                                               |                                                                                                                                                                                                                                                                                                                                  | <b>\$759,023</b>              | <b>\$ 406,288</b> | <b>\$ -</b> | <b>\$368,200</b> |                   |                       |

### Department of Parks & Recreation - Anticipated FY17 Grants

| TITLE OF GRANT                    | GRANT PURPOSE                                                                                                                                                                                                                                                                                     | Source of Anticipated Funding |                 |             |                 | Grant Dates       | Recurring or One Time |
|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-----------------|-------------|-----------------|-------------------|-----------------------|
|                                   |                                                                                                                                                                                                                                                                                                   | Federal                       | State           | Other       | County Match    |                   |                       |
| Anita C. Leight Estuary Center    | This grant is to help offset the cost for our Park Naturalist and a small portion of the custodian at the Anita C. Leight Estuary Center for salary and fringe benefits.                                                                                                                          | \$50,000                      |                 |             |                 | 10/1/16 - 9/30/17 | Recurring             |
| Sanitation Grant                  | To provide sanitary services at various boating facilities; i.e., Mariner Point Park, Flying Point Park, Otter Point, Willoughby Beach Landing and Swan Harbor.                                                                                                                                   |                               | \$4,800         |             |                 | 4/1/16 - 11/30/17 | Recurring             |
| John Archer Child Care/Camp I Can | This activity is designed to provide a 6 hour per day, 5 day a week recreation program for mentally & physically limited youngsters in Harford Co. It also provides an after school care program for children with disabilities and is the only such child care center of its kind in the region. |                               | \$47,796        |             | \$44,038        | 7/1/16 - 6/30/17  | Recurring             |
| <b>TOTALS:</b>                    |                                                                                                                                                                                                                                                                                                   | <b>\$50,000</b>               | <b>\$52,596</b> | <b>\$ -</b> | <b>\$44,038</b> |                   |                       |

| Department of Planning & Zoning - Anticipated FY17 Grants           |                                                                                                                                                                                                                                                                                                                                                             |                               |          |       |              |                  |                       |
|---------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------|-------|--------------|------------------|-----------------------|
| TITLE OF GRANT                                                      | GRANT PURPOSE                                                                                                                                                                                                                                                                                                                                               | Source of Anticipated Funding |          |       |              | Grant Dates      | Recurring or One Time |
|                                                                     |                                                                                                                                                                                                                                                                                                                                                             | Federal                       | State    | Other | County Match |                  |                       |
| Safe Routes to School Infrastructure and Non-Infrastructure Project | The goal of this project is to revitalize the walking culture at Emmorton Elementary and establish "walking and/or bicycling" as the preferred transportation option that the school and parents will continue to promote.                                                                                                                                  |                               | \$69,300 |       |              | 5/1/16 - 5/31/18 | One-Time              |
| United Transportation Work Program                                  | This grant supports the Regional Transportation Planning Process that is essential to the work program outlined in the federally mandated Metropolitan Planning Organization. Work activities include everything from preparation of the Transportation Improvement Program to Regional Cooperative forecasting of population growth throughout the region. | \$318,192                     |          |       | \$22,548     | 7/1/16 - 6/30/17 | Recurring             |
| Critical Area Management Program                                    | This grant supports staff in implementing the Harford County Chesapeake Bay Critical Area Management Program. The grant contributes to the salary of one or more full time budget funded employees and sometimes includes the cost of printing, postage, etc.                                                                                               |                               | \$10,000 |       |              | 7/1/16- 6/30/17  | Recurring             |
| TOTALS:                                                             |                                                                                                                                                                                                                                                                                                                                                             | \$318,192                     | \$79,300 | \$ -  | \$22,548     |                  |                       |



| Harford County Sheriff's Office - Anticipated FY17 Grants            |                                                                                                                                                                                                                                                                                                                                     |                               |       |       |              |                   |                       |
|----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|-------|-------|--------------|-------------------|-----------------------|
| TITLE OF GRANT                                                       | GRANT PURPOSE                                                                                                                                                                                                                                                                                                                       | Source of Anticipated Funding |       |       |              | Grant Dates       | Recurring or One Time |
|                                                                      |                                                                                                                                                                                                                                                                                                                                     | Federal                       | State | Other | County Match |                   |                       |
| Child Enforcement Administration Cooperative Reimbursement Agreement | This funding provides for 7 positions in the Sheriff's Office who concentrate their efforts specifically in the service of summonses, warrants and writs of paternity, AFDC child support cases and the data entry and tracking of each. This grant also funds the basic operating costs of this Unit                               | \$579,289                     |       |       | \$331,609    | 10/1/16-9/30/17   | Recurring             |
| Justice Assistance Grant                                             | This funding allows the agency to purchase equipment for various Units such as the Violent Street Crimes Unit, Meghan's Law Unit, Crime Analysis Unit and Harford County Detention Center to include but not limited to cameras and supporting equipment, covert surveillance equipment, GPS tracking devices and computer monitors | \$35,000                      |       |       |              | 10/1/16 - 9/30/20 | Recurring             |
| Maryland Highway Safety Office                                       | This grant provides funding for deputies to work overtime to proactively seek out impaired and aggressive drivers in an effort to reduce the number of driving related injuries and fatalities in Harford County.                                                                                                                   | \$129,000                     |       |       |              | 10/1/16 - 9/30/17 | Recurring             |
| Maryland Highway Safety Office - Commercial Motor Vehicle Grant      | This grant provides funding for deputies to work overtime to perform NAS Inspections and CMV traffic enforcement details.                                                                                                                                                                                                           | \$15,000                      |       |       |              | 10/1/16 - 9/30/17 | Recurring             |

| Harford County Sheriff's Office - Anticipated FY17 Grants |                                                                                                                                                                                                                                                                                                                                                                                                                             |                               |          |       |              |                  |                       |
|-----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------|-------|--------------|------------------|-----------------------|
| TITLE OF GRANT                                            | GRANT PURPOSE                                                                                                                                                                                                                                                                                                                                                                                                               | Source of Anticipated Funding |          |       |              | Grant Dates      | Recurring or One Time |
|                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                             | Federal                       | State    | Other | County Match |                  |                       |
| STOP Gun Violence Reduction Grant                         | This grant funds the salary and partial benefits for one lateral deputy to fill the position created when an existing agency member was transferred into the Violent Street Crimes Unit. This grant will also provide overtime funding for deputies to conduct details such as covert investigations, to debrief suspects, develop confidential informants and to test fire and perform a trace on illegal firearms seized. |                               | \$67,113 |       |              | 7/1/16 - 6/30/17 | Recurring             |
| Teen Court Program                                        | This funding pays for an independent contractor to fill the position of Teen Court Coordinator and to purchase operating supplies for the Teen Court Program                                                                                                                                                                                                                                                                |                               | \$12,000 |       |              | 7/1/16 - 6/30/17 | Recurring             |
| Overtime Patrols/Public Awareness Grant                   | This grant provides overtime monies which allow the Sheriff's Office to fund a School Bus Safety Program. This program affords deputies the opportunity to target drivers who illegally pass school vehicles. In addition, this program established a partnership with Regal Cinemas in Abingdon, MD to air Public Service Announcements at their facility.                                                                 |                               | \$20,000 |       |              | 7/1/16 - 6/30/17 | Recurring             |
| Monitoring Support Grant                                  | This grant provides overtime monies for existing Sheriff's Office personnel to assist in the compliance and verification process of the sex offenders registered with the Harford County Sheriff's Office Sex Offender Registration Program as mandated by Maryland law.                                                                                                                                                    |                               | \$21,530 |       |              | 7/1/16 - 6/30/17 | Recurring             |

### Harford County Sheriff's Office - Anticipated FY17 Grants

| TITLE OF GRANT                                                                       | GRANT PURPOSE                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Source of Anticipated Funding |                  |                  |                  | Grant Dates      | Recurring or One Time |
|--------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------------|------------------|------------------|------------------|-----------------------|
|                                                                                      |                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Federal                       | State            | Other            | County Match     |                  |                       |
| Sheriff's Tactical & Operational Plan: Theft Intervention & Enforcement (STOP THIEF) | This grant will fund the purchase of one License Plate Reader in an effort to prevent thefts from and of motor vehicles.                                                                                                                                                                                                                                                                                                                                             |                               | \$25,000         |                  |                  | 7/1/16 - 6/30/17 | Recurring             |
| State Criminal Alien Assistance Program                                              | This grant provides federal funding to localities that incurred correctional officer salary costs for incarcerating undocumented criminal aliens with at least one felony or two misdemeanor convictions for violations of state or local law and incarcerated for at least four consecutive days during the reporting period.                                                                                                                                       | 21,026                        |                  |                  |                  | 7/1/16 - 6/30/17 | Recurring             |
| Safe Streets Initiative                                                              | This grant provides for the salary and partial benefits of the Program Coordinator and Crime Analyst as well as overtime and related FICA for the surrounding municipalities and the Sheriff's Office staff to conduct details to apprehend individuals designated as violent offenders. This grant also pays for the partial salary and benefits of an existing Prosecutor in the State's Attorney's Office who is assigned to the Initiative on a part-time basis. |                               | \$208,278        |                  |                  | 7/1/16 - 6/30/17 | Recurring             |
| <b>TOTALS:</b>                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | <b>\$779,315</b>              | <b>\$353,921</b> | <b>\$663,218</b> | <b>\$331,609</b> |                  |                       |

| Office of State's Attorney - Anticipated Funding FY17 Grants |                                                                                                                                                                                                                                               |                               |          |       |              |                   |                       |
|--------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|----------|-------|--------------|-------------------|-----------------------|
| TITLE OF GRANT                                               | GRANT PURPOSE                                                                                                                                                                                                                                 | Source of Anticipated Funding |          |       |              | Grant Dates       | Recurring or One Time |
|                                                              |                                                                                                                                                                                                                                               | Federal                       | State    | Other | County Match |                   |                       |
| Cooperative Reimbursement Agreement                          | This grant is to support the State of Maryland Department of Human Resources - Dept of Social Services Child Support Program efforts in establishing and collecting child support by providing legal representation through the court system. | \$854,117                     |          |       | \$460,000    | 10/1/16 - 9/30/17 | Recurring             |
| Child Advocacy Center                                        | To fund specialized training, equipment and services to improve upon investigation and prosecution of child sexual assault and abuse cases.                                                                                                   | \$9,000                       |          |       |              | 1/1/17 - 12/31/17 | Recurring             |
| Investigative Enhancement                                    | The grant funds will provide for technological advancements, equipment enhancements and training improvements at the CAC.                                                                                                                     |                               | \$11,904 |       |              | 7/1/16 - 6/30/17  | Recurring             |
| TOTALS:                                                      |                                                                                                                                                                                                                                               | \$863,117                     | \$11,904 |       | \$460,000    |                   |                       |

**Office of Economic Development (Susquehanna Workforce Network) - Anticipated FY17 Grants**

| TITLE OF GRANT                                                    | GRANT PURPOSE                                                                                                                                                                                                                       | Source of Anticipated Funding |                    |       |              | Grant Dates      | Recurring or One Time |
|-------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------------|-------|--------------|------------------|-----------------------|
|                                                                   |                                                                                                                                                                                                                                     | Federal                       | State              | Other | County Match |                  |                       |
| Job Driven National Emergency Grant                               | Grant funds will be utilized to enhance and expand the provision of services to Maryland's long term unemployed. All expenditures will be made in accordance with the Susquehanna Region's Workforce Investment Act Five Year Plan. |                               | \$121,348          |       |              | 7/1/16 - 9/30/16 | One-Time              |
| Workforce Investment Act/Workforce Innovation and Opportunity Act | The Susquehanna Region's Program Formula Allocation will be utilized to support Workforce Investment Act operations and activities in accordance with the Susquehanna Region's Workforce Investment Act Five Year Plan.             |                               | \$1,830,335        |       |              | 7/1/16 - 6/30/17 | Recurring             |
| <b>TOTALS:</b>                                                    |                                                                                                                                                                                                                                     |                               | <b>\$1,951,683</b> |       | <b>\$0</b>   |                  |                       |

**Office of Economic Development (Harford Transit) - Anticipated FY17 Grants**

| TITLE OF GRANT                                 | GRANT PURPOSE                                                                                                                                                                                                                                                                   | Source of Anticipated Funding |                    |                    |                           | Grant Dates      | Recurring or One Time |
|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|--------------------|--------------------|---------------------------|------------------|-----------------------|
|                                                |                                                                                                                                                                                                                                                                                 | Federal                       | State              | Other              | County Match              |                  |                       |
| 5307 Operating Assistance                      | To provide public transportation services to the citizens of Harford County.                                                                                                                                                                                                    | \$1,172,329                   | \$507,502          |                    | \$664,826                 | 7/1/16 - 6/30/17 | Recurring             |
| SSTAP Operating Assistance                     | To provide curb-to-curb transportation services for the elderly population & persons with disabilities.                                                                                                                                                                         |                               | \$170,371          |                    | \$203,750                 | 7/1/16 - 6/30/17 | Recurring             |
| MTA Preventive Maintenance & Capital Equipment | To provide funds to purchase or replace vehicles, cover cost of preventive maintenance on vehicles and other equipment.                                                                                                                                                         | \$692,045                     | \$86,506           |                    | \$86,506                  | 7/1/16 - 6/30/20 | Recurring             |
| Ride Share                                     | Grant funds to promote the use of transportation alternatives to the single occupancy vehicle including mass transit, car and vanpooling, bicycling and to increase awareness and benefits of various commuting options to the public, businesses, agencies, and organizations. | \$88,066                      |                    |                    |                           | 7/1/16 - 6/30/17 | Recurring             |
|                                                | <b>TOTALS:</b>                                                                                                                                                                                                                                                                  | <b>\$1,952,440</b>            | <b>\$764,379</b>   |                    | <b>\$955,082</b>          |                  |                       |
|                                                | <b>Total Anticipated Grant Awards w/o County Match</b>                                                                                                                                                                                                                          | <b>Total Federal</b>          | <b>Total State</b> | <b>Total Other</b> | <b>Total County Match</b> |                  |                       |
|                                                | <b>\$20,373,220</b>                                                                                                                                                                                                                                                             | <b>\$16,299,290</b>           | <b>\$4,073,930</b> | <b>\$ -</b>        | <b>\$2,430,672</b>        |                  |                       |

**SELF INSURANCE FUND  
FISCAL YEAR 2017**

**Purpose**

The Self-Insurance Fund was established in 1982 as an Internal Service Fund. This fund accounts for budgeted monies from operating funds for a percentage of self-insurance contributions. The fund also receives reimbursement from other parties for claims paid. Excess insurance premiums, claims and other expenses are paid from this fund. An actuarial study was completed for June 2015 which covers the general liability, automotive liability, property damage, and workers' compensation exposures. In Fiscal Year 2017 we will account for health insurance payments for current employees in this fund.

**Self-Insurance Fund  
Statement of Estimated Net Position**

|                                                                                 |             |             |
|---------------------------------------------------------------------------------|-------------|-------------|
| Total Net Position as of June 30, 2015                                          |             | 7,415,801   |
| Investment Income                                                               | 25,000      |             |
| Net Assets-Appropriated                                                         | 0           |             |
| Insurance Recoveries                                                            | 350,000     |             |
| Revenues from Agencies and Reimbursements                                       | 1,211,400   |             |
| Total Estimated Revenues                                                        |             | 1,586,400   |
| Expenses for Claims, Excess Coverages, Claims Management and Other Expenditures | (3,706,713) |             |
| Total Estimated Expenditures                                                    |             | (3,706,713) |
| Estimated Net Position - June 30, 2016                                          |             | 5,295,488   |

**Fiscal Year 2017**

|                                           |              |              |
|-------------------------------------------|--------------|--------------|
| Investment Income                         | 25,000       |              |
| Net Assets-Appropriated                   | 809,750      |              |
| Insurance Recoveries                      | 175,000      |              |
| Revenues from Agencies and Reimbursements | 25,674,893   |              |
| Total Estimated Revenues                  |              | 26,684,643   |
| Claims and Expenditures                   | (26,684,643) |              |
| Total Estimated Expenditures              |              | (26,684,643) |
| Estimated Net Position - June 30, 2017    |              | 5,295,488    |

**VOLUNTEER FIREMEN'S PENSION TRUST (LOSAP) FUND  
LOSAP - LENGTH OF SERVICE AWARD PROGRAM  
FISCAL YEAR 2017**

**Purpose**

The Volunteer Firemen's Length of Service Award Program (LOSAP) was established in 1975 to provide a pension plan for volunteer fire and ambulance personnel. The County has hired an investment consultant and an investment manager to invest the pension funds for better investment return over the long period. This was done with the cooperation of the Pension Committee of the Association of the Volunteer Fire and Emergency Medical Services of Harford County, Inc.

**Volunteer Firemen's Pension Trust (LOSAP) Fund  
Statement of Estimated Net Position**

|                                                                              |             |             |
|------------------------------------------------------------------------------|-------------|-------------|
| Net Position Held In Trust for Pension Benefits -<br>June 30, 2015           |             | 24,305,004  |
| Estimated Revenues:                                                          |             |             |
| County Contributions                                                         | 1,912,843   |             |
| Investment Income                                                            | 0           |             |
| Total Estimated Revenues                                                     |             | 1,912,843   |
| Estimated Expenses:                                                          |             |             |
| Pension Payments                                                             | (1,700,000) |             |
| Actuarial & Investment Services                                              | (215,000)   |             |
| Death Benefits                                                               | (50,000)    |             |
| Total Estimated Expenditures                                                 |             | (1,965,000) |
| Estimated Net Position Held In Trust for Pension Benefits -<br>June 30, 2016 |             | 24,252,847  |
| <b>Fiscal Year 2016-2017</b>                                                 |             |             |
| Estimated Revenues:                                                          |             |             |
| County Contributions                                                         | 1,767,558   |             |
| Investment Income                                                            | 245,000     |             |
| Total Estimated Revenues                                                     |             | 2,012,558   |
| Estimated Expenditures:                                                      |             |             |
| Pension Payments                                                             | (1,750,000) |             |
| Actuarial & Investment Services                                              | (125,000)   |             |
| Death Benefits                                                               | (50,000)    |             |
| Unfunded Liability                                                           | (87,558)    |             |
| Total Estimated Expenditures                                                 |             | (2,012,558) |
| Estimated Net Position Held In Trust for Pension Benefits -<br>June 30, 2017 |             | 24,252,847  |



**SHERIFF'S OFFICE PENSION PLAN  
FISCAL YEAR 2017**

**Purpose**

The Sheriff's Office Pension Trust Fund was established in July 1997 to provide a pension plan for uniformed law enforcement and corrections personnel. This plan provides for a twenty-five (25) year retirement for its members. It is mandatory that all new eligible personnel hired after July 1, 1997 join this pension plan. Effective July 1, 2006, the uniformed law enforcement officers moved to the Maryland State Pension leaving only the correctional officers as members of this plan. An actuarial firm, investment consultant and investment manager have been retained to provide services to the Pension Trust Fund. The Trustees have formalized an investment policy and custody agreement for the investment of the Trust Fund assets.

**Sheriff's Office Pension Plan  
Statement of Estimated Net Position**

|                                                                  |            |
|------------------------------------------------------------------|------------|
| Net Position Held In Trust for Pension Benefits<br>June 30, 2015 | 50,663,100 |
|------------------------------------------------------------------|------------|

Estimated Revenues:

|                          |           |           |
|--------------------------|-----------|-----------|
| Employee Contributions   | 485,000   |           |
| County Contributions     | 2,489,555 |           |
| Investment Income        | 0         |           |
| Total Estimated Revenues |           | 2,974,555 |

Estimated Expenses:

|                                 |             |             |
|---------------------------------|-------------|-------------|
| Actuarial & Investment Services | (300,000)   |             |
| Medical & Legal Services        | (10,000)    |             |
| Pension Payout                  | (2,880,000) |             |
| Total Estimated Expenses        |             | (3,190,000) |

|                                                                            |            |
|----------------------------------------------------------------------------|------------|
| Estimated Net Position Held In Trust for Pension Benefits<br>June 30, 2016 | 50,447,655 |
|----------------------------------------------------------------------------|------------|

**Fiscal Year 2016-2017**

Estimated Revenues:

|                          |           |           |
|--------------------------|-----------|-----------|
| Investment Income        | 512,000   |           |
| Employee Contributions   | 525,000   |           |
| County Contributions     | 2,356,777 |           |
| Total Estimated Revenues |           | 3,393,777 |

Estimated Expenditures:

|                                 |             |             |
|---------------------------------|-------------|-------------|
| Actuarial & Investment Services | (191,000)   |             |
| Medical & Legal Services        | (20,000)    |             |
| Pension Payout                  | (3,000,000) |             |
| Unfunded Liability Contribution | (182,777)   |             |
| Total Estimated Expenditures    |             | (3,393,777) |

|                                                                            |            |
|----------------------------------------------------------------------------|------------|
| Estimated Net Position Held In Trust for Pension Benefits<br>June 30, 2017 | 50,447,655 |
|----------------------------------------------------------------------------|------------|

|                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------|
| <p align="center"><b>HARFORD COUNTY OTHER POST EMPLOYMENT BENEFITS PLAN TRUST FUND</b><br/> <b>FISCAL YEAR 2017</b></p> |
|-------------------------------------------------------------------------------------------------------------------------|

**Purpose**

Harford County Other Post Employment Benefits Plan (OPEB) Trust Fund was established effective July 1, 2007. In June 2004 the Government Accounting Standards Board (GASB) released Statement 45 which revised the GAAP accounting standards for post employment benefits other than pensions (OPEB). This standard would most typically be applied to post-retirement medical and life insurance benefit that are both provided to Harford County retirees. Prior to this new standard, these benefits were accounted for on a pay as you go basis. The new standard requires these benefits be accounted for on an accrual basis. An actuarial firm has been retained to provide services to the OPEB Trust Fund. The Trustees have formalized an investment policy and custody agreement for the investment of the Trust Fund assets.

**Other Post Employment Benefits Plan Trust Fund**  
**Statement of Estimated Net Position**

|                                               |             |             |
|-----------------------------------------------|-------------|-------------|
| Net Position Held In Trust for OPEB           |             |             |
| June 30, 2015                                 |             | 90,452,368  |
| Estimated Revenues:                           |             |             |
| OPEB Retiree Payment                          | 850,000     |             |
| County Contributions                          | 10,162,000  |             |
| Total Estimated Revenues                      |             | 11,012,000  |
| Estimated Expenses:                           |             |             |
| Financial/Audit                               | (300,000)   |             |
| OPEB Benefits                                 | (7,700,000) |             |
| Total Estimated Expenses                      |             | (8,000,000) |
| Estimated Net Position Held In Trust for OPEB |             |             |
| June 30, 2016                                 |             | 93,464,368  |

**Fiscal Year 2016-2017**

|                                               |             |              |
|-----------------------------------------------|-------------|--------------|
| Estimated Revenues:                           |             |              |
| Investment Income                             | 892,000     |              |
| OPEB Retiree Payment                          | 900,000     |              |
| County Contributions                          | 9,931,000   |              |
| Total Estimated Revenues                      |             | 11,723,000   |
| Estimated Expenditures:                       |             |              |
| Life Insurance Payments                       | (60,000)    |              |
| Health Insurance Payments                     | (7,500,000) |              |
| Management Services                           | (15,000)    |              |
| Financial/Audit                               | (360,000)   |              |
| Unfunded Liability Contribution               | (3,788,000) |              |
| Total Estimated Expenditures                  |             | (11,723,000) |
| Estimated Net Position Held In Trust for OPEB |             |              |
| June 30, 2017                                 |             | 93,464,368   |

## GLOSSARY

### ACTIVITY

A major component of work performed by a department, division, or agency that measures performance.

### ACCRUAL BASIS

A basis of accounting in which transactions are recognized at the time they are incurred, as opposed to when cash is received or spent.

### AD VALOREM TAX

A tax based "according to the value" of the property. The tax is determined by multiplying the taxable value of the property by the tax rate (which is often expressed as an amount per \$100 of assessed value).

### AGENCY

A principal County department or office, or other governmental unit outside County organizational structure, receiving County funds. (Note: For descriptive purposes only, this term is used interchangeably with department, office, division, and bureau.)

### AGRICULTURAL LAND PRESERVATION FUND

Accounts for dedicated transfer tax revenues and provides for easement purchases of County agricultural land.

### ANNUAL BUDGET AND APPROPRIATION ORDINANCE

A bill, enacted by the County Council which gives legal effort to the annual County budget.

### ANNUALIZE

Taking changes that occurred mid-year and calculating their cost or savings for a full year, for the purpose of preparing an annual budget.

### APPROPRIATION

The legal authorization to spend a specific amount of money for a particular purpose.

### ASSESSABLE BASE

The total value of all real and personal property in the County as determined by the State Department of Assessment and Taxation, used as a basis for levying taxes. It is not the market value of the property. Tax-exempt property is excluded from the assessable base.

### ASSESSED VALUATION

A valuation set upon real estate or other property by the State as a basis for levying taxes. Assessed value is not the market value.

### ASSESSMENT RATIO

The ratio at which the tax rate is applied to the tax base.

### ATTRITION

A method of achieving a reduction in

personnel by not refilling the positions vacated through resignation, reassignment, transfer, retirement, or means other than layoffs.

### AUDIT

An annual examination of all County financial documents, records, and reports along with a review of all accounting practices and procedures.

### AUTHORIZED POSITIONS

Employee positions, which are approved in the adopted budget, to be filled during the year.

### BALANCED BUDGET

Current appropriations in all funds are limited to the sum of available, unencumbered cash balances and revenues estimated to be received in the current budget period. The budget when adopted will be balanced in all funds throughout the year.

### BOND REFINANCING

The payoff and re-issuance of bonds, to obtain better interest rates and/or bond conditions.

### BONDS

An interest bearing certificate of indebtedness sold by the County as a means of borrowing funds. The bond promises payment of the original investment plus interest by a date(s). A General Obligation bond is

## GLOSSARY

backed by full faith, credit, and taxing power of the government. Bonds involve long term indebtedness to pay for capital projects.

### **BOND RATING**

Bond ratings are based upon the County's financial condition and its ability to meet all future interest and principal payments.

### **BUDGET**

A comprehensive financial plan describing proposed expenditures and the means of financing those expenditures.

### **BUDGETARY BASIS**

This refers to the basis of accounting used to estimate financing sources and uses in the budget. This generally takes one of three forms: GAAP, cash, or modified accrual.

### **BUDGET MESSAGE**

The written budget explanation delivered by the County Executive to the County Council. This message must represent a complete financial plan reflecting all receipts and disbursements.

### **BUSINESS AND TRAVEL**

Encompasses the costs of operating the County-owned fleet and those associated with authorized travel. Professional activities, journals, and other published materials, educational expenses and training are also included in this character.

### **BRAC**

An acronym that stands for Base Realignment & Closure which is the process the Dept. of Defense uses to reorganize its federal installations for a more efficient & streamlined approach.

### **CAPITAL ASSETS**

Assets of significant value and having a useful life of several years. Capital assets are also called fixed assets.

### **CAPITAL BUDGET**

A financial plan for appropriating monies necessary to fund the construction of permanent public improvements. Capital projects may extend beyond one fiscal year, and are financed by bonds, grants, contributions, Paygo funds or other approved long-term indebtedness.

### **CAPITAL IMPROVEMENTS**

Projects that are long-term assets such as roads, buildings, and landfills.

### **CAPITAL IMPROVEMENT PROGRAM**

A five-year projection of capital improvements that includes funding sources of the project. The first year of the program represents the current fiscal year capital budget.

### **CAPITAL OUTLAY**

Includes all expenditures for vehicles, equipment and facilities properly classified as fixed assets and having a useful life

of more than five years and/or a value of at least \$300. They may be additional or replacement items.

### **CAPITAL PROJECT**

Any acquisition of property of a permanent nature for public use and/or any physical improvement including any preliminary studies, surveys and initial equipment purchases.

### **CAPITAL PROJECT FUND**

Accounts for financial resources to be used for the acquisition or construction of major capital facilities of all major and non-major governmental funds.

### **CASH BASIS**

A basis of accounting in which transactions are recognized only when cash is increased or decreased.

### **CONSTANT YIELD TAX RATE**

A rate, which when applied to the current year's assessable base, exclusive of the estimated assessed value of property appearing on the tax roles for the first time (new construction), will produce tax revenue equal to that produced in the previous tax year. State law prohibits local taxing authorities from levying a tax rate in excess of the Constant Yield Tax Rate unless they advertise and hold public hearings on their intent to levy a higher rate.

## GLOSSARY

### **CONTINGENCY RESERVES**

Assets or other resources budgeted to provide for unforeseen expenses or emergencies that may arise during the fiscal year; determined to be required to protect; or preserve public life, health, or property. By Harford County Charter, contingency reserves may not exceed three percent of all funds.

### **CONTRACTUAL SERVICES**

Reflects those costs for all services provided by private businesses, organizations, or individuals, and includes rents and leases, telephone and utilities, advertising, professional services, and maintenance and service contracts. Also included are mandated unemployment insurance contributions and payments to the County's Self-Insurance Fund.

### **COST-OF-LIVING ADJUSTMENT (COLA)**

An increase in salaries to offset the adverse effect of inflation on compensation.

### **COUNTY AUDITOR**

An independently appointed certified public accountant, directly serving the County Council.

### **COVERAGE RATIO**

Net revenues available for debt service divided by total debt service required equals debt service coverage ratio.

### **CURRENT OPERATING BUDGET**

The County's comprehensive financial plan for a single fiscal year including expenditure requirements for all services and planned programs along with revenue estimates needed to support these stated levels of activity.

### **DEBT SERVICE**

Represents the periodic payments of principal and interest on bonded long and/or short-term indebtedness, and all costs associated with bond sales, issues, and the cost to service debt (i.e. legal and banking services and financial fees).

### **DEDICATED TAX**

A tax levied to support a specific government program or purpose.

### **DEFICIT**

The excess of an entity's liabilities over its assets or the excess of expenses over revenues during a single accounting period.

### **DEPARTMENT**

A principal County office or agency or other governmental unit outside the County organization structure, receiving County funds. (See also agency/office.)

### **DEPRECIATION**

The expiration of the functional life of a fixed asset over a specified period of time,

due to wear and tear, obsolescence or deterioration, and which is applicable only to the County's enterprise fund.

### **DEVELOPMENT-RELATED FEES**

Those fees and charges generated by building, development and growth in the community. Included are building and street permits, development review fees, and zoning, platting and subdivision fees.

### **DIRECTOR**

Title given to a department's chief officer.

### **DISBURSEMENT**

The expenditure of monies from an account.

### **DISTINGUISHED BUDGET**

#### **PRESENTATION AWARDS PROGRAM**

A voluntary awards program administered by the Government Finance Officers Association to encourage governments to prepare effective budget documents.

### **DIVISION**

An organizational unit within a department, responsible for accomplishing major programs and activities of the Department. Example: the Bureau of Highways within the Department of Public Works. (See also bureau, agency, and office.)

### **EDU**

An acronym that stands for Equivalent Dwelling

## GLOSSARY

Unit, which is the unit of measure by which the periodic User Charge for sewer services provided by the County is calculated.

### **EMERGENCY APPROPRIATION**

In accordance with Harford County Charter, County Council may, upon recommendation of the County Executive, make emergency appropriations from contingency reserves in the operating budget if it is determined that there exists a need to protect or preserve public life, health, or property. If no available unappropriated revenues exist to meet an emergency appropriation, County Council is authorized to issue renewable emergency notes payable no later than the last day of the next succeeding fiscal year.

### **EMPLOYEE (OR FRINGE) BENEFITS**

Contributions made by a government to meet commitments or obligations for employee fringe benefits. Included is the government's share of costs for Social Security and the various pensions, medical, and life insurance plans.

### **ENCUMBRANCE**

An accounting commitment that reserves unappropriated funds for a future expenditure.

### **ENTERPRISE FUND**

A fund or group of funds established to provide and operate County services and

facilities such as utilities, in a business like nature with the intent of supporting these goods and services provided to the general public by user charges.

### **ENTITLEMENTS**

Payments to which local governmental units are entitled, pursuant to an allocation formula determined by the agency providing the monies, usually the state or the federal government.

### **EXPENDITURE**

To pay out or spend.

### **EXPENSE**

Charges incurred (whether paid immediately or unpaid) for operations, maintenance, interest or other charges.

### **FICA**

An acronym that stands for Federal Insurance Contributions Act, which is federal legislation in the United States that mandates employers withhold a set percentage of their employees' salary each pay period.

### **FEE**

A charge for service to the user or beneficiary of the service. According to State law, charges must be related to the cost of providing the service.

### **FIDUCIARY FUNDS**

Fiduciary funds are used to account for

resources held for the benefit of parties outside the government. Fiduciary funds are not reflected in the government-wide financial statement because the resources of those funds are not available to support Harford County Government's own programs. The accounting used for fiduciary funds is much like that used for proprietary funds. Information is presented separately for the pension trust funds within the supplementary information to the financial statements in a combining statement of fiduciary net assets and a combining statement of changes in fiduciary net assets.

### **FISCAL IMPACT STATEMENT**

The net financial effect of a change to a capital project or an agency's operating budget for the current fiscal year.

### **FISCAL POLICY**

The County Government's policies with respect to revenues, expenditures, and debt management as these relate to County services, programs, and capital investments. Fiscal policy provides a set of principles for the planning and programming of budgets, uses of revenues, and financial management.

### **FISCAL YEAR**

A 12-month time period to which the annual operating and capital budgets apply. The Harford County fiscal year begins July 1 and ends June 30.

## GLOSSARY

### **FIXED ASSETS**

Assets of long-term character which are intended to continue to be held or used. Examples of fixed assets include items such as land, buildings, or machinery.

### **FRINGE BENEFITS**

Contributions made by the County government to meet its commitments or obligations for Social Security, and the various retirement, medical and insurance plans for employees.

### **FULL FAITH AND CREDIT**

A pledge of a government's taxing power to repay debt obligation.

### **FULL-TIME EQUIVALENT POSITION (FTE)**

A part-time position converted to the decimal equivalent of a full-time position based on 2,080 hours per year. For example, a part-time typist working for 20 hours per week would be the equivalent to .5 of a person.

### **FUND**

A separate budget/accounting entity designated for specific revenues in accordance with special regulations, restrictions, or limitations.

### **FUND BALANCE**

Assigned and Unassigned reserves in a fund; the amount by which resources exceed the obligations of the fund.

### **GAAP**

Generally Accepted Accounting Principle. Uniform minimum standards for financial

accounting and recording, encompassing the conventions, rules, and procedures that define accepted accounting principles.

### **GENERAL FUND**

The principal operating fund for Harford County Government, it encompasses all financial resources and activities, not required by law or County policy, to be maintained in another specific fund.

### **GENERAL OBLIGATION BONDS**

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

### **GOAL**

A long-range desirable aim attained by completion of defined objectives.

### **GOVERNMENTAL FUNDS**

Funds generally used to account for tax supported activities. Governmental funds include the General Fund, Highways

Operating fund, Grants fund, Agriculture

Land Preservation fund, Capital Project fund, and Parks & Recreation Fund.

### **GRANT**

A contribution from one governmental unit to another or from a government to a private organization to aid in the support of a specific purpose, activity, or facility.

### **GRANTS FUND**

A fund established to receive and disburse funds for programs provided by Federal and/or State governments. These programs may or may not require County matches, and may or may not coincide with the County's fiscal year.

### **HIGHWAYS FUND**

A fund established to account for dedicated revenues that are legally restricted to the maintenance, care, and repair of roads and bridges located outside the boundaries of the three incorporated municipalities in Harford County. Traffic safety and County related transportation expenses.

### **IMPACT FEE**

One-time charges assessed against new development that attempts to recover from the developer the capital cost of the additional public facilities needed to serve that development.

## **GLOSSARY**

### **INDIRECT COST**

A cost necessary for the functioning of the organization as a whole, but which cannot be directly assigned to one service.

### **INFRASTRUCTURE**

Public domain fixed assets such as roads, bridges, curbs and gutters, streets and sidewalks, drainage systems, lighting systems, and similar assets that are immovable and of value only to the government unit.

### **INTER-FUND REIMBURSEMENT**

Funds transferred from one account of a County governmental department or agency to another account of a County governmental department or agency as payment for goods or services received or rendered.

### **INTER-GOVERNMENTAL REVENUE**

Funds received from other governmental units in the form of grants or shared revenues.

### **INTERNAL SERVICE FUNDS**

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

### **LANDFILL AIRSPACE**

The volume (cubic yards) available for disposal of solid waste at a landfill obtained by multiplying the total landfill area (square yards) by the average height of solid waste (yards).

### **LEASE FINANCE**

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

### **LEASE PURCHASE AGREEMENT**

A contractual agreement termed "lease" but is actually a purchase contract.

### **LEVY**

To impose taxes for the support of government activities.

### **LICENSES AND PERMITS**

County issued authorizations regulating various kinds of business and business activities, or certain activities by individuals.

### **LONG-TERM DEBT**

Debt with a maturity of more than one year after the date of issuance.

### **MAINTENANCE OF EFFORT**

A State requirement that, in order to receive increases in public school education aid, local governments must provide funds for the next fiscal year, at a minimum, at the same per pupil level as the current fiscal year. To receive additional State Community College aid, the County must

at a minimum, provide the same overall dollar contribution level as the previous year.

### **MISCELLANEOUS**

Reflects those costs not readily classifiable under other objects of expenditure but remaining integral operating costs of County Government. Grants and contributions, inter-fund reimbursements, financing of Pay-As-You-Go (Paygo) capital improvement projects, and expenditures of a confidential nature are included under this category.

### **MAJOR FUND**

Any fund whose revenues/expenditures, excluding other financing sources and uses, constitute more than 10% of the revenues or expenditures of the appropriated budget.

### **MISSION**

The desirable end result of any activity. Missions are generally broad and long range in nature compared to goals which are more specific and immediate.

### **MODIFIED ACCRUAL BASIS**

The basis of accounting under which expenditures are recorded when the services or goods are received and the liabilities are incurred, and revenues are



## GLOSSARY

recorded when available. Accounting records for the County's general funds and expendable trust and agency funds are maintained on a modified accrual basis.

### **NONDEPARTMENTAL ACCOUNT**

Expenditure items essential to County Government operation not falling within the functional assignment of any department or agency or which provide for expenditures related to more than one department or agency.

### **OBJECT OF EXPENDITURE**

A classification of expenditures indicating goods and services. Examples include personal services or supplies and materials.

### **OBJECTIVE**

A well-defined measurable task or function to be accomplished in a specific time frame.

### **OBLIGATIONS**

Amounts that a government may be legally required to meet out of its resources. They include not only actual liabilities, but also encumbrances not yet paid.

### **OFFICE**

An organizational unit within a department, responsible for accomplishing major pro-

grams and activities of the department. Example: an example is the Office on Aging within the Department of Community Services.

### **OPERATING BUDGET**

A comprehensive financial plan outlining expenditure requirements needed to support County services and activities in the coming fiscal year and the available resources needed to fund these requirements.

### **OPERATING EXPENSE**

Those costs necessary to maintain and support the operation of an organization, excluding salaries, wages, benefits, and capital outlay. Examples: office supplies and utilities.

### **OPERATING REVENUES**

Funds that the government receives as income to pay for ongoing operations. It includes such items as taxes, fees from specific services, interest earnings, and grant revenues. Operating revenues are used to pay for day-to-day services.

### **ORGANIZATION**

A general term applied to any governmental unit receiving County funds. (See also agency, bureau, department, division, and office.)

### **PARKS AND RECREATION FUND**

Is a non-major fund which accounts for the receipts and expenditures of the self-supporting activities of the Emmorton Recreation and Tennis Center, Recreation Councils and/or the Oakington Peninsula.

### **PAY-AS-YOU-GO (PAYGO)**

A fiscal policy by which capital projects are funded with operating budget revenues rather than long-term or bonded indebtedness.

### **PENSION TRUST FUNDS**

Accounting entities for assets held by the County from which retirement annuities and other benefits are paid to former employees.

### **PERFORMANCE INDICATOR**

A unit measurement of work to be accomplished, which alone or in combination with other data, permits assessment of efficiency and effectiveness.

### **PERFORMANCE MEASURES**

Data collected to determine how effective or efficient a program is in achieving its objectives.

### **PERSONAL PROPERTY TAXES**

Taxes levied on tangible personal property and commercial and manufacturing inventory of businesses.

## GLOSSARY

### PERSONAL SERVICES

Reflects all expenditures relating to County employee compensation for services rendered including salaries and wages, retirement and benefits.

### PRIOR-YEAR ENCUMBRANCES

Obligations from previous fiscal years in the form of purchase orders, contracts or salary commitments which are chargeable to an appropriation, and for which a part of the appropriation is reserved. They cease to be encumbrances when the obligations are paid or otherwise terminated.

### PROGRAM

A primary function of an organization, encompassing all related activities aimed at achieving an established objective, whether long or short term. Example: the Office of Drug Control Policy within the Department of Community Services.

### PROGRAM OPEN SPACE

These funds are to support recreation opportunities and come from the State of Maryland through the collection of State Transfer Tax on real property.

### PROPERTY TAX

An assessment placed on real estate including land and permanent improvements

and personal property.

### PROPERTY TAX DIFFERENTIAL

In addition to Countywide Property Taxes, the Harford County Code, Chapter 123, Article I, Section 16 requires the County Council to levy an additional tax on property outside the city and incorporated towns, that when combined with all other Highway revenues, is sufficient to fund maintenance, care, repair and construction of roads and bridges outside of the incorporated towns; all expenses of the County Department of Public Works concerning county highways; all expenses of the county and/or Sheriff's Office regarding traffic patrol and highways safety; County-related transportation expenses.

### PROPRIETARY FUNDS

Harford County Government maintains two different types of proprietary funds. Information is presented separately in the proprietary funds balance sheet and in the proprietary statement of revenues, expenditures, and changes in fund net assets, and the proprietary statement of cash flows for each.

### PURPOSE

A broad statement of the goals, in terms of meeting public health service needs, that a department is organized to meet.

### REAL PROPERTY

Real estate, including land and improvements (buildings, fences, pavements, etc.), classified for purposes of assessments.

### REAPPROPRIATED

These funds are reallocated from one project to another.

### RECORDATION TAX

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

### RETENTION LEVEL

The dollar claim amount or exposure that the County is liable for before excess insurance coverage begins exposure. (i.e. County has \$500,000 retention level of liability coverage, excess coverage above).

## GLOSSARY

### RESERVE

Any account established for a particular exclusive purpose, and therefore not available for further appropriation or expenditure.

### RESOLUTION

A special or temporary order of a legislative body; an order of a legislative body requiring less legal formality than an ordinance or statute.

### RETAINED EARNINGS

An equity account reflecting the accumulated earning of an enterprise or internal service fund.

### REVENUE

All funds collected to support County Government programs and services including taxes, user fees and charges, fines, shared revenues and interest income.

### REVENUE BOND

This type of bond is backed only by the revenues from a specific enterprise or project, such as Agricultural Preservation or Water and Sewer.

### REVENUE SHARING

Various programs sponsored by the Federal government and the State government to allocate revenues to local governments.

### RISK MANAGEMENT

A process used by an organization to identify and measure the risks of accidental loss; to develop and implement techniques for handling risk; and to monitor results.

Techniques may include self-insurance, commercial insurance and loss control activities.

### SELF-INSURANCE

A planned approach to funding liability, property, worker's compensation, unemployment, and life and health insurance needs through financial resources other than commercial insurance plans.

### SOLID WASTE SERVICES

Includes revenues derived from, and expenses incurred for, the County's management of solid waste.

### SPECIAL REVENUE FUNDS

Two additional funds were established by Harford County on July 1, 2001 in response to the Government Accounting Standards Board (GASB) Statement No. 34, which requires certain accounts that the County had previously treated as Trust & Agency funds, be included in the operating budget as Special Revenue Funds. Both the State and the County Agricultural Preservation Funds are used to purchase easement rights on agricultural land. Revenue from the State fund is derived from: a portion of the State of Maryland's Property Transfer Tax, a State Agricultural Land Transfer Tax and County matching funds.

### SUPPLEMENTARY APPROPRIATION

In accordance with the Harford County Charter, upon the request of the County Executive, County Council is authorized to make additional or supplementary appropriations from unexpended and unencumbered contingency reserves set aside in the operating budget; or from revenues not anticipated when the budget was adopted. Under no circumstances can any supplemental appropriation exceed the amount authorized.

## GLOSSARY

### **SUPPLIES AND MATERIAL**

Covers consumable supplies and materials necessary for normal operations including printing and office supplies, postage, janitorial supplies, and safety equipment.

### **TAX**

Compulsory charges levied by a government for financing services performed for the common benefit of the people. This term does not include specific charges made against particular person or property for current or permanent benefit, such as assessments.

### **TAX LEVY**

The resultant product when the tax rate per one hundred dollars is multiplied by the tax base.

### **TRAFFIC CALMING**

A program wherein the community and the Department of Public Works work together to slow the pace of residential traffic through subdivision roads. The Traffic Calming program is directed at communities with high traffic volumes, high speeds, small lot sizes fronting the subject road, and through traffic.

### **TRANSFER TAX**

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

### **TRANSFERS IN/OUT**

Amounts transferred from one fund to another assist in financing the services for the recipient fund.

### **TRUST FUND**

A special fund, administered by the County as trustee, consisting of resources to be expended or invested under the terms and conditions of the trust.

### **UNASSIGNED FUND BALANCE**

An available balance here is the cumulative result of actual revenues exceeding expenditures for the current and prior fiscal years. This represents that balance available that is unassigned or not designated for future year's expenditures.

### **UNRESTRICTED NET POSITION**

Surplus funds from prior years used to finance current year operations.

### **USER CHARGES**

Fees levied to support specific programs and services and paid only by those directly receiving or benefiting from such programs and services as opposed to the general population.

### **VISION**

An ideal perception of the future and serves as a foundation for strategic planning.

### **WATER AND SEWER FUND**

Established in accordance with Section 522 of the County Charter which requires "Separate budget for each utility to be included in the current expense and capital budget." The fund covers the operations of the County's water and sewer systems. The system is financed primarily through charges to customers for services provided.

### **WATER AND SEWER DEBT SERVICE FUND**

Includes the payment of principal and interest on long-term water and sewer bonds and loans. The debt incurred funds Water and Sewer capital projects. User fees and surtaxes generate the revenue for this fund.

## GLOSSARY

### ACRONYMS:

**ADA**

American Disabilities Act

**APF**

Adequate Public Facilities

**APG**

Aberdeen Proving Ground

**ARC**

Association for Retarded Citizens

**BAN**

Bond Anticipation Note

**BNR**

Biological Nitrogen Removal

**BOCA**

Building Officials Code Administration

**BOSE**

Bureau of Support Enforcement

**BOE**

Board of Education

**BMR**

Budget & Management Research

**BRAC**

Base Realignment and Closure Act

**CAD**

Computer Aided Dispatch

**CDBG**

Community Development Block Grant

**CIP**

Capital Improvements Program

**COLA**

Cost of Living Adjustment

**COMAR**

Code of Maryland Annotated Regulations

**CPR**

Cardio Pulmonary Resuscitation

**CSEPP**

Chemical Stockpile Emergency  
Preparedness Program

**DBED**

Department of Business and Economic  
Development

**DEED**

Department of Economic and Employment  
Development

**DILP**

Department of Inspections, Licenses, Permits

**DNR**

Department of Natural Resources

**ECHO**

Ecumenical Community of Harford County

**EDU**

Equivalent Dwelling Unit

**EIS**

Emergency Information System

**EMS**

Emergency Medical Service

**ENR**

Enhanced Nitrogen Removal

**EPA**

Environmental Protection Agency

**FAMIS**

Financial Accounting Management  
Information System

**FICA**

Federal Insurance Contributions Act

**FTE**

Full-Time Equivalent

**FY**

Fiscal Year

**GAAP**

Generally Accepted Accounting Principles

**GASB**

Governmental Accounting Standards Board

## GLOSSARY

**GBC**

Greater Baltimore Committee

**GFOA**

Government Finance Officers Association

**GIS**

Geographic Information System

**G.O. BONDS**

General Obligation Bonds

**HAZMAT**

Hazardous Materials

**HEAT CENTER**

Higher Education Applied Technology Center

**HCN**

Harford Cable Network

**HICS**

Harford Interfaith Community Service

**HWDC**

Harford Waste Disposal Center

**ISA**

Information System Administration

**LAN**

Local Area Network

**LEPC**

Local Emergency Planning Committee

**LF**

Linear Feet

**MACO**

Maryland Association of Counties

**MARC**

Maryland Rail Commuter

**MTA**

Mass Transit Authority

**MVA**

Motor Vehicle Association

**MOSHA**

Maryland Occupational Safety Hazard Association

**MRIS**

Metropolitan Regional Information Systems

**NACO**

National Association of Counties

**NAWAS**

National Warning System

**NMWDA**

Northeast Maryland Waste Disposal Authority

**NPDES**

National Pollutant Discharge Elimination System

**OPEB**

Other Post Employment Benefits

**OSHA**

Occupational Safety Hazard Association

**PAYGO**

"Pay As You Go" Financing

**PEHP**

Post Employment Health Plan

**POS**

Program Open Space

**SARA**

Superfund Amendment Reauthorization Act

## GLOSSARY

**SRPIC (PIC)**

Susquehanna Region Private Industry  
Council

**SSTAP**

Statewide Special Transportation  
Assistance Program

**STOP**

Safety Training Observation Program

**VFC**

Volunteer Fire Companies

**W&S**

Water and Sewer

**WTE**

Waste-to-Energy

**WTP**

Water Treatment Plant

**WWTP**

Wastewater Treatment Plant



**Havre de Grace Promenade**



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