

**CHILD SUPPORT ENFORCEMENT
ADMINISTRATION**

**MARYLAND DEPARTMENT OF
HUMAN RESOURCES**

COST-BENEFIT ANALYSIS

Volume 2 of 2

Table of Contents - continued
Child Support Enforcement Administration
Maryland Department of Human Resources

COST-BENEFIT ANALYSIS

VOLUME 1 OF 2

	<u>Page(s)</u>
Independent Certified Public Accountant's Letter	1
Introduction	1
Background	1
Purposes of Engagement	2
Work Performed, Findings and Recommendations	2
Work Performed	3
Overview of Child Support Enforcement Operations – Baltimore City	4
Performance Measures – Baltimore City	4
Exhibit 1A – Cost Effectiveness – Baltimore City	5
Exhibit 1B – Collections – Baltimore City	5
Exhibit 2 – Paternity Establishment Percentages – Baltimore City	6
Exhibit 3 – Support Order Establishment Percentages – Baltimore City	6
Exhibit 4 – Current Collection Percentages – Baltimore City	7
Exhibit 5 – Cases Paying on Arrears Percentages – Baltimore City	7
Historical and Projected Collections – Baltimore City	8
Exhibit 6 – Historical and Projected Collections – Baltimore City	8
Projected Costs – Privatized versus State Operated – Baltimore City	9
Breakeven	9
Exhibit 7A – Projected Costs of Privatization	
Vs. State Operated – Baltimore City	10
Exhibit 7B – Breakeven as a % of Collections – Baltimore City	10
Projected Costs of State Operated Option – Baltimore City	11
Exhibit 7C – Projected Composition of costs for State Operated - Baltimore City	11

Table of Contents - continued

**Child Support Enforcement Administration
Maryland Department of Human Resources**

COST-BENEFIT ANALYSIS

Page(s)

VOLUME 1 OF 2

Advantages, Disadvantages and Concerns Expressed by State Furnished	
Employees Working with PSI – Baltimore City	12
Input Provided by PSI	15
Benefits of Privatization and State Operated Alternative – Baltimore City	17
Recommendations – Baltimore City	17
Overview of Child Support Enforcement Operations – Queen Anne’s County	18
Performance Measures – Queen Anne’s County	18
Exhibit 8A – Cost Effectiveness – Queen Anne’s County	19
Exhibit 8B – Collections – Queen Anne’s County	19
Exhibit 9 – Paternity Establishment Percentages – Queen Anne’s County	20
Exhibit 10 – Support Order Establishment Percentages – Queen Anne’s	20
Exhibit 11 – Current Collection Percentages – Queen Anne’s County	21
Exhibit 12 – Cases Paying on Arrears Percentages – Queen Anne’s	21
Historical and Projected Collections – Queen Anne’s County	22
Exhibit 13 – Historical and Projected Collections – Queen Anne’s	22
Projected Costs – Privatized versus State Operated – Queen Anne’s County	23
Breakeven	23
Exhibit 14A– Projected Costs of Privatization vs. State Operated – Queen Anne’s	24
Exhibit 14B – Breakeven as a % of Collections	24
Projected Costs of State Operated Option – Queen Anne’s County	25
Exhibit 14C – Projected Composition of Costs for State Operated – Queen Anne’s County	25
Benefits of Privatization and State Operated Alternative – Queen Anne’s County	26
Recommendations – Queen Anne’s County	26
Attachment A-Assumptions	27

Table of Contents - continued

**Child Support Enforcement Administration
Maryland Department of Human Resources**

COST-BENEFIT ANALYSIS

VOLUME 2 OF 2

	<u>Page(s)</u>	
Table 1	Systems Life Cost Profile	
	Baltimore City	33
	Queen Anne's County	40
Table 2	Projecting Collections – Payments	
	Baltimore City	47
	Queen Anne's County	52
Table 3	Projecting Collections	
	Baltimore City	57
	Queen Anne's County	58
Table 4	CSEA Disbursements	59
Table 5	CSEA Collection Goals vs. Actuals	
	Baltimore City	61
	Queen Anne's County	62
Table 6	Standard Salary Schedule 2009	63
Table 7	DHR Forecast Overview – Baltimore City	64
Table 8	DHR Forecast Details – Baltimore City	66
Table 9	Guidelines for Estimating Costs – Prepared by Department of Legislative Services	67
Table 10	Yearly Compensation Projection Summary – Baltimore City	69
Table 11	Yearly Compensation Projection Detail	
	Baltimore City	76
	Queen Anne's County	108
Table 12	CSEA Actual vs. Goals	116
Table 13	PSI Data for Privatization	119
Table 14	Child Support Enforcement Administration – Staffing Estimate	
	Baltimore City	124
	Queen Anne's County	125
Table 15	PSI Power Point Presentation to Lindsey + Associates	126
Table 16	Dollars Collected for Each \$1 Spent	146
Table 17	Historical Collections 1996 – 2008 – Baltimore City	147
Table 18	Maximum Hours Comparison of PSI FTE and State FTE	148

**CHILD SUPPORT ENFORCEMENT
ADMINISTRATION**

**MARYLAND DEPARTMENT OF
HUMAN RESOURCES**

COST-BENEFIT ANALYSIS

Volume 2 of 2

Table 1.01 Systems Life Cost Profile - Baltimore City

01.01

		FY 2010			
Expenditure Category	Type	State Operated	State Operated (based on partial year)	Privatized	Privatized (based on partial year)
Salaries and Wages - New	Recurring	7,978,727	3,989,363		
Salaries and Wages - Existing	Recurring	2,111,870	1,055,935	2,111,870	1,055,935
Technical and Special Fees	Recurring	2,375	1,188		
Turnover	Recurring	-	-		
Communications:					
Telephone Opers - (\$300 x 157 emp)	Recurring	178,690	114,860		
Telephone Opers - (\$300 x 32 emp)	Recurring	47,100	23,550		
Telephone Install - (\$270 x 157 emp)	Non-Recurring	9,600	4,800		
Telephone Install - (\$270 x 32 emp)	Non-Recurring	42,390	21,195		
Postage	Recurring	8,640	4,320		
Cell Phone	Recurring	70,000	35,000		
Travel	Recurring	960	480		
Contractual Services					
Courier (estimate)	Recurring	13,649	6,825		
Security Guard Services (estimate)	Recurring	1,008,311	504,156	10,421,892	6,439,998
Blood Test (estimate)	Recurring	20,632	10,316		
Call Center (estimate)	Recurring	138,112	69,056		
Document Disposal (estimate)	Recurring	41,572	20,786		
Safety Deposit Box (estimate)	Recurring	793,550	396,775		
Locksmith Service for Safe (estimate)	Recurring	4,500	2,250		
Banking Fees	Recurring	749	375		
Supplies and Material	Recurring	196	98		
Equipment - Additional					
Office Furniture Administrative / Professional	Non-Recurring	9,000	4,500		
Office Furniture Secretarial Position	Non-Recurring	39,690	19,845		
Desk-Top PC/Software (157)	Non-Recurring*	931,750	465,875		
Desk-Top PC/Software (32)	Non-Recurring*	502,850	251,425		
Single Line Telephone (178)	Non-Recurring	22,990	11,495		
Multi-line Telephone (11)	Non-Recurring	188,400	94,200		
Safe	Non-Recurring	38,400	19,200		
File Cabinets (100)	Non-Recurring	7,120	3,560		
Adding Machine (19)	Non-Recurring*	3,300	1,650		
Shredder (5)	Non-Recurring*	500	250		
Copier - Fax Printer (5)	Non-Recurring*	20,000	10,000		
High Speed Printers (30)	Non-Recurring*	950	475		
Equipment - Document Management					
Imaging Hardware	Non-Recurring	14,745	7,373		
Imaging Software	Non-Recurring	27,495	13,748		
Small SAN	Non-Recurring	27,495	13,748		
Installation, Testing and Support	Non-Recurring	105,000	52,500		
Initial Training	Non-Recurring	931,406	465,703		
Planning, Design and Development	Non-Recurring	99,000	49,500		
Annual Archiving Costs	Recurring	189,200	94,600		
Annual Maintenance/License	Recurring	50,000	25,000		
Annual Equipment Maintenance	Recurring	17,000	8,500		
Staff Training	Recurring	13,000	6,500		
Fixed Charges					
Lease Rental (\$21 x 100 sq. feet x 157)	Recurring	475,000	237,500		
Lease Rental (\$21 x 100 sq. feet x 32)	Recurring	44,350	22,175		
Other Miscellaneous	Recurring	34,056	17,028		
	Recurring	9,800	4,900		
		25,592	12,796		
		404,840	202,420		
		329,700	164,850		
		67,200	33,600		
		7,940	3,970		
		13,626,899	7,726,440	12,533,761	7,495,933
				1,093,138	230,507

Table 1.01 Systems Life Cost Profile - Baltimore City

01.02

Expenditure Category	Type	FY 2011			
		State Operated	w/p	Privatized	w/p
Salaries and Wages - New	Recurring	8,381,758			
Salaries and Wages - Existing	Recurring	2,215,384		2,215,384	
Technical and Special Fees	Recurring	2,399			
Turnover	Recurring	(317,914)		(66,462)	
Communications:					
Telephone Opers - (\$300 x 157 emp)	Recurring	128,937			
Telephone Opers - (\$300 x 32 emp)	Recurring	47,571			
Telephone Install - (\$270 x 157 emp)	Non-Recurring	9,696			
Telephone Install - (\$270 x 32 emp)	Non-Recurring	-			
Postage	Recurring	-			
Cell Phone	Recurring	70,700			
		970			
Travel					
		13,785			
Contractual Services					
Courier (estimate)	Recurring	1,018,394		11,995,752	
Security Guard Services (estimate)	Recurring	20,838			
Blood Test (estimate)	Recurring	139,493			
Call Center (estimate)	Recurring	41,988			
Document Disposal (estimate)	Recurring	801,486			
Safety Deposit Box (estimate)	Recurring	4,545			
Locksmith Service for Safe (estimate)	Recurring	756			
Banking Fees	Recurring	198			
		9,090			
Supplies and Material					
Equipment - Additional	Recurring	40,087			
Office Furniture Administrative / Professional	Non-Recurring	-			
Office Furniture Secretarial Position	Non-Recurring	-			
Desk-Top PC/Software (157)	Non-Recurring*	-			
Desk-Top PC/Software (32)	Non-Recurring*	-			
Single Line Telephone (178)	Non-Recurring	-			
Multi-line Telephone (11)	Non-Recurring	-			
Safe	Non-Recurring	-			
File Cabinets (100)	Non-Recurring	-			
Adding Machine (19)	Non-Recurring*	-			
Shredder (5)	Non-Recurring*	-			
Copier - Fax Printer (5)	Non-Recurring*	-			
High Speed Printers (30)	Non-Recurring*	-			
Equipment - Document Management					
Imaging Hardware	Non-Recurring	89,089			
Imaging Software	Non-Recurring	-			
Small SAN	Non-Recurring	-			
Installation, Testing and Support	Non-Recurring	-			
Initial Training	Non-Recurring	-			
Planning, Design and Development	Non-Recurring	-			
Annual Archiving Costs	Recurring	44,794			
Annual Maintenance/License	Recurring	34,397			
Annual Equipment Maintenance	Recurring	9,898			
Staff Training					
Fixed Charges	Recurring	25,848			
Lease Rental (\$21 x 100 sq. feet x 157)	Recurring	408,888			
Lease Rental (\$21 x 100 sq. feet x 32)	Recurring	332,997			
Other Miscellaneous	Recurring	67,872			
		8,019			
		12,006,654		14,144,675	
				(2,138,020)	

Tick Legend : Non-Recurring* = Asset Replacement after a 4 year life

Table 1.01 Systems Life Cost Profile - Baltimore City

01.03

Expenditure Category	Type	FY 2012			
		State Operated	w/p	Privatized	w/p
Salaries and Wages - New	Recurring	8,806,365			
Salaries and Wages - Existing	Recurring	2,324,236		2,324,236	
Technical and Special Fees	Recurring	2,423			
Turnover	Recurring	(333,918)		(69,727)	
Communications:					
Telephone Opers - (\$300 x 157 emp)	Recurring	130,226			
Telephone Opers - (\$300 x 32 emp)	Recurring	48,047			
Telephone Install - (\$270 x 157 emp)	Non-Recurring	9,793			
Telephone Install - (\$270 x 32 emp)	Non-Recurring	-			
Postage	Recurring	-			
Cell Phone	Recurring	71,407			
Travel		979			
		13,923			
Contractual Services					
Courier (estimate)	Recurring	1,028,578		10,722,817	
Security Guard Services (estimate)	Recurring	21,047			
Blood Test (estimate)	Recurring	140,888			
Call Center (estimate)	Recurring	42,408			
Document Disposal (estimate)	Recurring	809,500			
Safety Deposit Box (estimate)	Recurring	4,590			
Locksmith Service for Safe (estimate)	Recurring	764			
Banking Fees	Recurring	200			
		9,181			
Supplies and Material	Recurring	40,488			
Equipment - Additional					
Office Furniture Administrative / Professional	Non-Recurring	-			
Office Furniture Secretarial Position	Non-Recurring	-			
Desk-Top PC/Software (157)	Non-Recurring*	-			
Desk-Top PC/Software (32)	Non-Recurring*	-			
Single Line Telephone (178)	Non-Recurring	-			
Multi-line Telephone (11)	Non-Recurring	-			
Safe	Non-Recurring	-			
File Cabinets (100)	Non-Recurring	-			
Adding Machine (19)	Non-Recurring*	-			
Shredder (5)	Non-Recurring*	-			
Copier - Fax Printer (5)	Non-Recurring*	-			
High Speed Printers (30)	Non-Recurring*	-			
Equipment - Document Management		89,979			
Imaging Hardware	Non-Recurring	-			
Imaging Software	Non-Recurring	-			
Small SAN	Non-Recurring	-			
Installation, Testing and Support	Non-Recurring	-			
Initial Training	Non-Recurring	-			
Planning, Design and Development	Non-Recurring	-			
Annual Archiving Costs	Recurring	45,241			
Annual Maintenance/License	Recurring	34,741			
Annual Equipment Maintenance	Recurring	9,997			
Staff Training	Recurring	26,106			
Fixed Charges		412,977			
Lease Rental (\$21 x 100 sq. feet x 157)	Recurring	336,327			
Lease Rental (\$21 x 100 sq. feet x 32)	Recurring	68,551			
Other Miscellaneous	Recurring	8,100			
		12,541,384		12,977,326	
				(435,943)	

Tick Legend : Non-Recurring* = Asset Replacement after a 4 year life

Table 1.01 Systems Life Cost Profile - Baltimore City

01.04

Expenditure Category	Type	FY 2013			
		State Operated	w/p	Privatized	w/p
Salaries and Wages - New	Recurring	9,253,768			
Salaries and Wages - Exsting	Recurring	2,438,716		2,438,716	
Technical and Special Fees	Recurring	2,447			
Turnover	Recurring	(350,775)		(73,161)	
Communications:					
Telephone Opers - (\$300 x 157 emp)	Recurring	131,528			
Telephone Opers - (\$300 x 32 emp)	Recurring	48,527			
Telephone Install - (\$270 x 157 emp)	Non-Recurring	9,891			
Telephone Install - (\$270 x 32 emp)	Non-Recurring	-			
Postage	Recurring	-			
Cell Phone	Recurring	72,121			
		989			
Travel		14,063			
Contractual Services					
Courier (estimate)	Recurring	1,038,864		9,848,347	
Security Guard Services (estimate)	Recurring	21,257			
Blood Test (estimate)	Recurring	142,297			
Call Center (estimate)	Recurring	42,832			
Document Disposal (estimate)	Recurring	817,595			
Safety Deposit Box (estimate)	Recurring	4,636			
Locksmith Service for Safe (estimate)	Recurring	772			
Banking Fees	Recurring	202			
		9,273			
Supplies and Material	Recurring	40,893			
Equipment - Additional					
Office Furniture Administrative / Professional	Non-Recurring	-			
Office Furniture Secretarial Position	Non-Recurring	-			
Desk-Top PC/Software (157)	Non-Recurring*	-			
Desk-Top PC/Software (32)	Non-Recurring*	-			
Single Line Telephone (178)	Non-Recurring	-			
Multi-line Telephone (11)	Non-Recurring	-			
Safe	Non-Recurring	-			
File Cabinets (100)	Non-Recurring	-			
Adding Machine (19)	Non-Recurring*	-			
Shredder (5)	Non-Recurring*	-			
Copier - Fax Printer (5)	Non-Recurring*	-			
High Speed Printers (30)	Non-Recurring*	-			
Equipment - Document Management		90,879			
Imaging Hardware	Non-Recurring	-			
Imaging Software	Non-Recurring	-			
Small SAN	Non-Recurring	-			
Installation, Testing and Support	Non-Recurring	-			
Initial Training	Non-Recurring	-			
Planning, Design and Development	Non-Recurring	-			
Annual Archiving Costs	Recurring	45,894			
Annual Maintenance/License	Recurring	35,088			
Annual Equipment Maintenance	Recurring	10,097			
Staff Training	Recurring	26,367			
Fixed Charges		417,107			
Lease Rental (\$21 x 100 sq. feet x 157)	Recurring	339,690			
Lease Rental (\$21 x 100 sq. feet x 32)	Recurring	69,236			
Other Miscellaneous	Recurring	8,181			
		13,103,857		12,213,902	
				889,955	

Tick Legend : Non-Recurring* = Asset Replacement after a 4 year life

Table 1.01 Systems Life Cost Profile - Baltimore City

01.05

Expenditure Category	Type	FY 2014			
		State Operated	w/p	Privatized	w/p
Salaries and Wages - New	Recurring	9,725,256			
Salaries and Wages - Existing	Recurring	2,559,130		2,559,130	
Technical and Special Fees	Recurring	2,471			
Turnover	Recurring	(368,532)		(76,774)	
Communications:					
Telephone Opers - (\$300 x 157 emp)	Recurring	132,844			
Telephone Opers - (\$300 x 32 emp)	Recurring	49,012			
Telephone Install - (\$270 x 157 emp)	Non-Recurring	9,990			
Telephone Install - (\$270 x 32 emp)	Non-Recurring	-			
Postage	Recurring	-			
Cell Phone	Recurring	72,842			
		999			
Travel		14,203			
Contractual Services					
Courier (estimate)	Recurring	1,049,252		9,368,415	
Security Guard Services (estimate)	Recurring	21,470			
Blood Test (estimate)	Recurring	143,720			
Call Center (estimate)	Recurring	43,260			
Document Disposal (estimate)	Recurring	825,771			
Safety Deposit Box (estimate)	Recurring	4,683			
Locksmith Service for Safe (estimate)	Recurring	779			
Banking Fees	Recurring	204			
		9,365			
Supplies and Material	Recurring	41,302			
Equipment - Additional		378,740			
Office Furniture Administrative / Professional	Non-Recurring	-			
Office Furniture Secretarial Position	Non-Recurring	-			
Desk-Top PC/Software (157)	Non-Recurring*	190,284			
Desk-Top PC/Software (32)	Non-Recurring*	38,784			
Single Line Telephone (178)	Non-Recurring	-			
Multi-line Telephone (11)	Non-Recurring	-			
Safe	Non-Recurring	-			
File Cabinets (100)	Non-Recurring	-			
Adding Machine (19)	Non-Recurring*	960			
Shredder (5)	Non-Recurring*	14,892			
Copier - Fax Printer (5)	Non-Recurring*	27,770			
High Speed Printers (30)	Non-Recurring*	106,050			
Equipment - Document Management		91,788			
Imaging Hardware	Non-Recurring	-			
Imaging Software	Non-Recurring	-			
Small SAN	Non-Recurring	-			
Installation, Testing and Support	Non-Recurring	-			
Initial Training	Non-Recurring	-			
Planning, Design and Development	Non-Recurring	-			
Annual Archiving Costs	Recurring	46,151			
Annual Maintenance/License	Recurring	35,439			
Annual Equipment Maintenance	Recurring	10,198			
Staff Training	Recurring	26,631			
Fixed Charges		421,278			
Lease Rental (\$21 x 100 sq. feet x 157)	Recurring	343,087			
Lease Rental (\$21 x 100 sq. feet x 32)	Recurring	69,929			
Other Miscellaneous	Recurring	8,262			
		14,074,363		11,850,771	
				2,223,592	

Tick Legend : Non-Recurring* = Asset Replacement after a 4 year life

Table 1.01 Systems Life Cost Profile - Baltimore City

01.06

Expenditure Category	Type	FY 2015			
		State Operated	w/p	Privatized	w/p
Salaries and Wages - New	Recurring	10,222,198			
Salaries and Wages - Existing	Recurring	2,685,801		2,685,801	
Technical and Special Fees	Recurring	2,496			
Turnover	Recurring	(387,240)		(80,574)	
Communications:					
Telephone Opers - (\$300 x 157 emp)	Recurring	134,172			
Telephone Opers - (\$300 x 32 emp)	Recurring	49,503			
Telephone Install - (\$270 x 157 emp)	Non-Recurring	10,090			
Telephone Install - (\$270 x 32 emp)	Non-Recurring	-			
Postage	Recurring	-			
Cell Phone	Recurring	73,571			
		1,009			
Travel					
		14,345			
Contractual Services					
		1,059,745		8,978,045	
Courier (estimate)	Recurring	21,684			
Security Guard Services (estimate)	Recurring	145,157			
Blood Test (estimate)	Recurring	43,693			
Call Center (estimate)	Recurring	834,029			
Document Disposal (estimate)	Recurring	4,730			
Safety Deposit Box (estimate)	Recurring	787			
Locksmith Service for Safe (estimate)	Recurring	206			
Banking Fees	Recurring	9,459			
Supplies and Material					
Equipment - Additional	Recurring	41,715			
Office Furniture Administrative / Professional	Non-Recurring	-			
Office Furniture Secretarial Position	Non-Recurring	-			
Desk-Top PC/Software (157)	Non-Recurring*	-			
Desk-Top PC/Software (32)	Non-Recurring*	-			
Single Line Telephone (178)	Non-Recurring	-			
Multi-line Telephone (11)	Non-Recurring	-			
Safe	Non-Recurring	-			
File Cabinets (100)	Non-Recurring	-			
Adding Machine (19)	Non-Recurring*	-			
Shredder (5)	Non-Recurring*	-			
Copier - Fax Printer (5)	Non-Recurring*	-			
High Speed Printers (30)	Non-Recurring*	-			
Equipment - Document Management		92,705			
Imaging Hardware	Non-Recurring	-			
Imaging Software	Non-Recurring	-			
Small SAN	Non-Recurring	-			
Installation, Testing and Support	Non-Recurring	-			
Initial Training	Non-Recurring	-			
Planning, Design and Development	Non-Recurring	-			
Annual Archiving Costs	Recurring	46,612			
Annual Maintenance/License	Recurring	35,793			
Annual Equipment Maintenance	Recurring	10,300			
Staff Training					
	Recurring	26,897			
Fixed Charges					
Lease Rental (\$21 x 100 sq. feet x 157)	Recurring	425,491			
Lease Rental (\$21 x 100 sq. feet x 32)	Recurring	346,518			
Other Miscellaneous	Recurring	70,628			
		8,345			
		14,318,326		11,583,273	
				2,735,053	

Tick Legend : Non-Recurring* = Asset Replacement after a 4 year life

Table 1.01 Systems Life Cost Profile - Baltimore City

01.07

Expenditure Category	Type	FY 2016			
		State Operated	w/p	Privatized	w/p
Salaries and Wages - New	Recurring	10,746,043			
Salaries and Wages - Existing	Recurring	2,819,073			
Technical and Special Fees	Recurring	2,521		2,819,073	
Turnover	Recurring	(406,953)		(84,572)	
Communications:					
Telephone Opers - (\$300 x 157 emp)	Recurring	135,514			
Telephone Opers - (\$300 x 32 emp)	Recurring	49,998			
Telephone Install - (\$270 x 157 emp)	Non-Recurring	10,191			
Telephone Install - (\$270 x 32 emp)	Non-Recurring	-			
Postage	Recurring	-			
Cell Phone	Recurring	74,306			
		1,019			
Travel		14,489			
Contractual Services					
Courier (estimate)	Recurring	1,070,342		8,742,676	
Security Guard Services (estimate)	Recurring	21,901			
Blood Test (estimate)	Recurring	146,609			
Call Center (estimate)	Recurring	44,130			
Document Disposal (estimate)	Recurring	842,369			
Safety Deposit Box (estimate)	Recurring	4,777			
Locksmith Service for Safe (estimate)	Recurring	795			
Banking Fees	Recurring	208			
		9,554			
Supplies and Material	Recurring	42,132			
Equipment - Additional		-			
Office Furniture Administrative / Professional	Non-Recurring	-			
Office Furniture Secretarial Position	Non-Recurring	-			
Desk-Top PC/Software (157)	Non-Recurring*	-			
Desk-Top PC/Software (32)	Non-Recurring*	-			
Single Line Telephone (178)	Non-Recurring	-			
Multi-line Telephone (11)	Non-Recurring	-			
Safe	Non-Recurring	-			
File Cabinets (100)	Non-Recurring	-			
Adding Machine (19)	Non-Recurring*	-			
Shredder (5)	Non-Recurring*	-			
Copier - Fax Printer (5)	Non-Recurring*	-			
High Speed Printers (30)	Non-Recurring*	-			
Equipment - Document Management		93,632			
Imaging Hardware	Non-Recurring	-			
Imaging Software	Non-Recurring	-			
Small SAN	Non-Recurring	-			
Installation, Testing and Support	Non-Recurring	-			
Initial Training	Non-Recurring	-			
Planning, Design and Development	Non-Recurring	-			
Annual Archiving Costs	Recurring	47,078			
Annual Maintenance/License	Recurring	36,151			
Annual Equipment Maintenance	Recurring	10,403			
Staff Training	Recurring	27,166			
Fixed Charges		429,746			
Lease Rental (\$21 x 100 sq. feet x 157)	Recurring	349,983			
Lease Rental (\$21 x 100 sq. feet x 32)	Recurring	71,334			
Other Miscellaneous	Recurring	8,428			
		14,973,705		11,477,177	
				3,496,528	

Tick Legend : Non-Recurring* = Asset Replacement after a 4 year life

Table 1.02 Systems Life Cost Profile - Queen Anne's County 01.08

		FY 2010			
Expenditure Category	Type	State Operated	State Operated (based on partial year)	Privatized	Privatized (based on partial year)
Salaries and Wages - New	Recurring	315,266	157,633		
Salaries and Wages - Existing	Recurring	-	-		
Technical and Special Fees	Recurring	2,678	1,339		
Turnover	Recurring	-	-		
Communications:					
Telephone Opers - (\$300 x 6 emp)	Recurring	5,962	2,981		
Telephone Install - (\$270 x 6 emp)	Non-Recurring	1,800	900		
Postage	Recurring	1,620	1,620		
Cell Phone	Recurring	2,222	1,111		
Cell Phone	Recurring	320	160		
Travel		2,899			
Contractual Services					
Courier (estimate)	Recurring	9,668	4,834	366,303	213,469
Security Guard Services (estimate)	Recurring	929	464		
Blood Test (estimate)	Recurring	6,218	3,109		
Document Disposal (estimate)	Recurring	1,872	936		
Safety Deposit Box (estimate)	Recurring	203	101		
Locksmith Service for Safe (estimate)	Recurring	34	17		
Banking Fees	Recurring	9	4		
Banking Fees	Recurring	405	203		
Supplies and Material	Recurring	1,260	630		
Equipment - Additional					
Office Furniture Administrative / Professional (5)	Non-Recurring	38,913	38,913		
Office Furniture Secretarial Position (1)	Non-Recurring	13,739	13,739		
Desk-Top PC/Software (6)	Non-Recurring*	3,832	3,832		
Single Line Telephone (5)	Non-Recurring	7,200	7,200		
Multi-line Telephone (1)	Non-Recurring	195	195		
Safe	Non-Recurring	550	550		
File Cabinets (4)	Non-Recurring	500	500		
Adding Machine (3)	Non-Recurring*	800	800		
Shredder (1)	Non-Recurring*	150	150		
Copier - Fax Printer (1)	Non-Recurring*	2,949	2,949		
High Speed Printers (1)	Non-Recurring*	5,499	5,499		
High Speed Printers (1)	Non-Recurring*	3,500	3,500		
Staff Training	Recurring	812	406		
Fixed Charges					
Lease Rental (\$14 x 100 sq. feet x 6)	Recurring	8,400	4,200		
Other Miscellaneous	Recurring	8,400	4,200		
		-	-		
		385,859	210,937	366,303	213,469
				19,556	(2,532)

Table 1.02 Systems Life Cost Profile - Queen Anne's County 01.09

Expenditure Category	Type	FY 2011			
		State Operated	w/p	Privatized	w/p
Salaries and Wages - New	Recurring	331,123			
Salaries and Wages - Existing	Recurring	-			
Technical and Special Fees	Recurring	3,641		-	
Turnover	Recurring	(9,934)		-	
Communications:					
Telephone Opers - (\$300 x 6 emp)	Recurring	4,386			
Telephone Install - (\$270 x 6 emp)	Non-Recurring	1,818			
Postage	Recurring	-			
Cell Phone	Recurring	2,244			
		323			
Travel					
		3,943			
Contractual Services					
Courier (estimate)	Recurring	9,971		414,043	
Security Guard Services (estimate)	Recurring	958			
Blood Test (estimate)	Recurring	6,413			
Document Disposal (estimate)	Recurring	1,930			
Safety Deposit Box (estimate)	Recurring	209			
Locksmith Service for Safe (estimate)	Recurring	35			
Banking Fees	Recurring	9			
		418			
Supplies and Material	Recurring				
Equipment - Additional		1,273			
Office Furniture Administrative / Professional (5)	Non-Recurring	-			
Office Furniture Secretarial Position (1)	Non-Recurring	-			
Desk-Top PC/Software (6)	Non-Recurring*	-			
Single Line Telephone (5)	Non-Recurring	-			
Multi-line Telephone (1)	Non-Recurring	-			
Safe	Non-Recurring	-			
File Cabinets (4)	Non-Recurring	-			
Adding Machine (3)	Non-Recurring*	-			
Shredder (1)	Non-Recurring*	-			
Copier - Fax Printer (1)	Non-Recurring*	-			
High Speed Printers (1)	Non-Recurring*	-			
Staff Training	Recurring	821			
Fixed Charges					
Lease Rental (\$14 x 100 sq. feet x 6)	Recurring	10,924			
Other Miscellaneous	Recurring	8,484			
		2,440			
		356,147		414,043	
				(57,896)	

Tick Legend : Non-Recurring* = Asset Replacement after a 4 year life

Table 1.02 Systems Life Cost Profile - Queen Anne's County 01.10

Expenditure Category	Type	FY 2012			
		State Operated	w/p	Privatized	w/p
Salaries and Wages - New	Recurring	347,826			
Salaries and Wages - Existing	Recurring	-			
Technical and Special Fees	Recurring	3,714		-	
Turnover	Recurring	(10,435)		-	
Communications:					
Telephone Opers - (\$300 x 6 emp)	Recurring	4,430			
Telephone Install - (\$270 x 6 emp)	Non-Recurring	1,836			
Postage	Recurring	-			
Cell Phone	Recurring	2,267			
		326			
Travel		4,022			
Contractual Services		10,272		429,460	
Courier (estimate)	Recurring	987			
Security Guard Services (estimate)	Recurring	6,606			
Blood Test (estimate)	Recurring	1,988			
Document Disposal (estimate)	Recurring	215			
Safety Deposit Box (estimate)	Recurring	36			
Locksmith Service for Safe (estimate)	Recurring	9			
Banking Fees	Recurring	430			
Supplies and Material	Recurring	1,285			
Equipment - Additional		-			
Office Furniture Administrative / Professional (5)	Non-Recurring	-			
Office Furniture Secretarial Position (1)	Non-Recurring	-			
Desk-Top PC/Software (6)	Non-Recurring*	-			
Single Line Telephone (5)	Non-Recurring	-			
Multi-line Telephone (1)	Non-Recurring	-			
Safe	Non-Recurring	-			
File Cabinets (4)	Non-Recurring	-			
Adding Machine (3)	Non-Recurring*	-			
Shredder (1)	Non-Recurring*	-			
Copier - Fax Printer (1)	Non-Recurring*	-			
High Speed Printers (1)	Non-Recurring*	-			
Staff Training	Recurring	829			
Fixed Charges		11,143			
Lease Rental (\$14 x 100 sq. feet x 6)	Recurring	8,569			
Other Miscellaneous	Recurring	2,574			
		373,085		429,460	
				(56,374)	

Tick Legend : Non-Recurring* = Asset Replacement after a 4 year life

Table 1.02 Systems Life Cost Profile - Queen Anne's County 01.11

Expenditure Category	Type	FY 2013			
		State Operated	w/p	Privatized	w/p
Salaries and Wages - New	Recurring	365,420			
Salaries and Wages - Existing	Recurring	-			
Technical and Special Fees	Recurring	3,789			
Turnover	Recurring	(10,963)			
Communications:					
Telephone Opers - (\$300 x 6 emp)	Recurring	4,474			
Telephone Install - (\$270 x 6 emp)	Non-Recurring	1,855			
Postage	Recurring	-			
Cell Phone	Recurring	2,290			
		330			
Travel		4,102			
Contractual Services		10,571		442,454	
Courier (estimate)	Recurring	1,016			
Security Guard Services (estimate)	Recurring	6,799			
Blood Test (estimate)	Recurring	2,046			
Document Disposal (estimate)	Recurring	222			
Safety Deposit Box (estimate)	Recurring	37			
Locksmith Service for Safe (estimate)	Recurring	10			
Banking Fees	Recurring	443			
Supplies and Material	Recurring	1,298			
Equipment - Additional		-			
Office Furniture Administrative / Professional (5)	Non-Recurring	-			
Office Furniture Secretarial Position (1)	Non-Recurring	-			
Desk-Top PC/Software (6)	Non-Recurring*	-			
Single Line Telephone (5)	Non-Recurring	-			
Multi-line Telephone (1)	Non-Recurring	-			
Safe	Non-Recurring	-			
File Cabinets (4)	Non-Recurring	-			
Adding Machine (3)	Non-Recurring*	-			
Shredder (1)	Non-Recurring*	-			
Copier - Fax Printer (1)	Non-Recurring*	-			
High Speed Printers (1)	Non-Recurring*	-			
Staff Training	Recurring	837			
Fixed Charges		11,366			
Lease Rental (\$14 x 100 sq. feet x 6)	Recurring	8,655			
Other Miscellaneous	Recurring	2,711			
		390,894		442,454	
				(51,559)	

Tick Legend : Non-Recurring* = Asset Replacement after a 4 year life

Table 1.02 Systems Life Cost Profile - Queen Anne's County 01.12

Expenditure Category	Type	FY 2014			
		State Operated	w/p	Privatized	w/p
Salaries and Wages - New	Recurring	383,957			
Salaries and Wages - Existing	Recurring	-			
Technical and Special Fees	Recurring	3,827			
Turnover	Recurring	(11,519)			
Communications:					
Telephone Opers - (\$300 x 6 emp)	Recurring	4,519			
Telephone Install - (\$270 x 6 emp)	Non-Recurring	1,873			
Postage	Recurring	-			
Cell Phone	Recurring	2,312			
		333			
Travel		4,143			
Contractual Services		10,869		434,705	
Courier (estimate)	Recurring	1,044			
Security Guard Services (estimate)	Recurring	6,990			
Blood Test (estimate)	Recurring	2,104			
Document Disposal (estimate)	Recurring	228			
Safety Deposit Box (estimate)	Recurring	38			
Locksmith Service for Safe (estimate)	Recurring	10			
Banking Fees	Recurring	456			
Supplies and Material	Recurring	1,311			
Equipment - Additional		19,491			
Office Furniture Administrative / Professional (5)	Non-Recurring	-			
Office Furniture Secretarial Position (1)	Non-Recurring	-			
Desk-Top PC/Software (6)	Non-Recurring*	7,272			
Single Line Telephone (5)	Non-Recurring	-			
Multi-line Telephone (1)	Non-Recurring	-			
Safe	Non-Recurring	-			
File Cabinets (4)	Non-Recurring	-			
Adding Machine (3)	Non-Recurring*	152			
Shredder (1)	Non-Recurring*	2,978			
Copier - Fax Printer (1)	Non-Recurring*	5,554			
High Speed Printers (1)	Non-Recurring*	3,535			
Staff Training	Recurring	845			
Fixed Charges		11,479			
Lease Rental (\$14 x 100 sq. feet x 6)	Recurring	8,741			
Other Miscellaneous	Recurring	2,738			
		428,922		434,705	
				(5,782)	

Tick Legend : Non-Recurring* = Asset Replacement after a 4 year life

Table 1.02 Systems Life Cost Profile - Queen Anne's County 01.13

Expenditure Category	Type	FY 2015			
		State Operated	w/p	Privatized	w/p
Salaries and Wages - New	Recurring	403,489			
Salaries and Wages - Existing	Recurring	-			
Technical and Special Fees	Recurring	3,865			
Turnover	Recurring	(12,105)			
Communications:					
Telephone Opers - (\$300 x 6 emp)	Recurring	4,564			
Telephone Install - (\$270 x 6 emp)	Non-Recurring	1,892			
Postage	Recurring	-			
Cell Phone	Recurring	2,336			
	Recurring	336			
Travel		4,184			
Contractual Services		11,166		401,080	
Courier (estimate)	Recurring	1,073			
Security Guard Services (estimate)	Recurring	7,181			
Blood Test (estimate)	Recurring	2,161			
Document Disposal (estimate)	Recurring	234			
Safety Deposit Box (estimate)	Recurring	39			
Locksmith Service for Safe (estimate)	Recurring	10			
Banking Fees	Recurring	468			
Supplies and Material	Recurring	1,324			
Equipment - Additional		-			
Office Furniture Administrative / Professional (5)	Non-Recurring	-			
Office Furniture Secretarial Position (1)	Non-Recurring	-			
Desk-Top PC/Software (6)	Non-Recurring*	-			
Single Line Telephone (5)	Non-Recurring	-			
Multi-line Telephone (1)	Non-Recurring	-			
Safe	Non-Recurring	-			
File Cabinets (4)	Non-Recurring	-			
Adding Machine (3)	Non-Recurring*	-			
Shredder (1)	Non-Recurring*	-			
Copier - Fax Printer (1)	Non-Recurring*	-			
High Speed Printers (1)	Non-Recurring*	-			
Staff Training	Recurring	854			
Fixed Charges		11,594			
Lease Rental (\$14 x 100 sq. feet x 6)	Recurring	8,828			
Other Miscellaneous	Recurring	2,765			
		428,936		401,080	
				27,856	

Tick Legend : Non-Recurring* = Asset Replacement after a 4 year life

Table 1.02 Systems Life Cost Profile - Queen Anne's County 01.14

Expenditure Category	Type	FY 2016			
		State Operated	w/p	Privatized	w/p
Salaries and Wages - New	Recurring	424,073			
Salaries and Wages - Existing	Recurring	-			
Technical and Special Fees	Recurring	3,904			
Turnover	Recurring	(12,722)			
Communications:					
Telephone Opers - (\$300 x 6 emp)	Recurring	4,609			
Telephone Install - (\$270 x 6 emp)	Non-Recurring	1,911			
Postage	Recurring	-			
Cell Phone	Recurring	2,359			
		340			
Travel		4,226			
Contractual Services		11,462		405,179	
Courier (estimate)	Recurring	1,101			
Security Guard Services (estimate)	Recurring	7,371			
Blood Test (estimate)	Recurring	2,219			
Document Disposal (estimate)	Recurring	240			
Safety Deposit Box (estimate)	Recurring	40			
Locksmith Service for Safe (estimate)	Recurring	10			
Banking Fees	Recurring	480			
Supplies and Material	Recurring	1,338			
Equipment - Additional		-			
Office Furniture Administrative / Professional (5)	Non-Recurring	-			
Office Furniture Secretarial Position (1)	Non-Recurring	-			
Desk-Top PC/Software (6)	Non-Recurring*	-			
Single Line Telephone (5)	Non-Recurring	-			
Multi-line Telephone (1)	Non-Recurring	-			
Safe	Non-Recurring	-			
File Cabinets (4)	Non-Recurring	-			
Adding Machine (3)	Non-Recurring*	-			
Shredder (1)	Non-Recurring*	-			
Copier - Fax Printer (1)	Non-Recurring*	-			
High Speed Printers (1)	Non-Recurring*	-			
Staff Training	Recurring	862			
Fixed Charges		11,710			
Lease Rental (\$14 x 100 sq. feet x 6)	Recurring	8,917			
Other Miscellaneous	Recurring	2,793			
		449,462		405,179	
				44,283	

Tick Legend : Non-Recurring* = Asset Replacement after a 4 year life

Table 2 Projecting Collections - Payments

02.01

Table 2 Projecting Collections - Payments 02.01

Year	Month	Baltimore City - Collections Goals	Baltimore City - Collections Actuals and Forecast	Status	Baltimore City - Collections Invoiced	Baltimore City - Compensation Rate	Baltimore City - Collection Cost - Standard	Baltimore City - Collection Cost - Adjustment of Standard	Baltimore City - Collection Cost - Subtotal	Baltimore City - Collection Cost - Incentives	Baltimore City - Collection Cost - Other Notes	Baltimore City - Collection Cost - Totals
2003	Oct	6,301,528	6,662,553	Actual	6,662,553	12.71%	846,786	(25,404)	821,392	-	-	821,392
2003	Nov	6,301,528	5,383,954	Actual	5,383,954	13.89%	744,572	(22,337)	722,235	-	-	722,235
2003	Dec	6,301,528	6,357,162	Actual	6,357,162	14.70%	934,735	21,774	956,508	-	-	956,508
2004	Jan	6,301,528	5,830,564	Actual	5,830,564	15.25%	908,859	-	908,859	-	-	908,859
2004	Feb	6,301,528	5,620,808	Actual	5,620,808	15.25%	867,143	-	867,143	-	441,391	1,308,534
2004	Mar	6,301,528	7,070,895	Actual	7,070,895	15.25%	1,078,313	-	1,078,313	-	-	1,078,313
2004	Apr	6,301,528	7,865,253	Actual	7,865,253	13.70%	1,080,280	-	1,080,280	-	-	1,080,280
2004	May	6,301,528	7,250,645	Actual	7,250,645	13.70%	993,338	-	993,338	-	-	993,338
2004	Jun	6,301,528	6,951,028	Actual	6,951,028	13.70%	933,194	(18,066)	915,128	-	Credit from January	915,128
2004	Jul	6,301,528	6,936,598	Actual	6,936,598	13.70%	950,314	-	950,314	-	-	950,314
2004	Aug	6,301,528	6,124,271	Actual	6,124,271	13.70%	898,025	-	898,025	-	-	898,025
2004	Sep	6,301,528	6,365,172	Actual	6,365,172	13.70%	872,029	-	872,029	-	-	872,029
2004	FFY 2004	75,616,341	76,418,724	Actual	76,547,873	14.08%	11,057,895	(46,064)	11,012,631	237,000	441,391	11,464,022
2004	Oct	6,422,712	6,126,295	Actual	6,126,295	13.70%	838,302	-	838,302	-	-	838,302
2004	Nov	6,422,712	5,487,736	Actual	5,487,736	13.70%	763,180	-	763,180	-	-	763,180
2004	Dec	6,422,712	6,728,708	Actual	6,728,708	13.70%	821,559	-	821,559	237,000	-	1,058,559
2005	Jan	6,422,712	5,984,975	Actual	5,984,975	13.70%	819,942	-	819,942	-	-	819,942
2005	Feb	6,422,712	6,866,427	Actual	6,866,427	13.70%	817,400	-	817,400	-	-	817,400
2005	Mar	6,422,712	7,399,597	Actual	7,399,597	13.70%	1,013,745	-	1,013,745	-	-	1,013,745
2005	Apr	6,422,712	8,461,610	Actual	8,461,610	12.00%	1,015,393	-	1,015,393	-	-	1,015,393
2005	May	6,422,712	7,463,325	Actual	7,463,325	12.00%	895,599	-	895,599	-	-	895,599
2005	Jun	6,422,712	7,745,104	Actual	7,745,104	12.00%	929,412	-	929,412	-	-	929,412
2005	Jul	6,422,712	7,174,840	Actual	7,174,840	12.00%	892,957	-	892,957	-	-	892,957
2005	Aug	6,422,712	6,708,736	Actual	6,708,736	12.00%	805,048	-	805,048	-	-	805,048
2005	Sep	6,422,712	6,340,240	Actual	6,340,240	12.00%	760,829	-	760,829	-	-	760,829
2005	FFY 2005	77,072,540	82,165,393	Actual	82,165,393	12.75%	10,504,377	-	10,504,377	237,000	-	10,741,377
2005	Oct	6,543,895	6,005,529	Actual	6,005,529	12.00%	720,663	-	720,663	232,000	1,016	953,679
2005	Nov	6,543,895	6,472,527	Actual	6,472,527	12.00%	776,703	-	776,703	-	-	776,703
2005	Dec	6,543,895	6,497,710	Actual	6,497,710	12.00%	779,725	-	779,725	-	-	779,725
2006	Jan	6,543,895	6,090,859	Actual	6,090,859	12.00%	730,880	-	730,880	-	-	730,880
2006	Feb	6,543,895	6,042,098	Actual	6,042,098	12.00%	725,052	-	725,052	-	-	725,052
2006	Mar	6,543,895	7,787,498	Actual	7,787,498	12.00%	935,700	-	935,700	-	-	935,700
2006	Apr	6,543,895	8,478,809	Actual	8,478,809	10.75%	911,556	-	911,556	-	-	911,556
2006	May	6,543,895	7,201,861	Actual	7,201,861	10.75%	774,200	-	774,200	-	-	774,200
2006	Jun	6,543,895	7,742,374	Actual	7,742,374	10.75%	832,305	-	832,305	-	-	832,305
2006	Jul	6,543,895	6,714,312	Actual	6,714,312	10.75%	721,789	-	721,789	-	-	721,789
2006	Aug	6,543,895	7,032,930	Actual	7,032,930	10.75%	766,040	-	766,040	-	-	766,040
2006	Sep	6,543,895	6,518,102	Actual	6,518,102	10.75%	711,446	-	711,446	-	-	711,446
2006	FFY 2006	75,525,738	82,685,249	Actual	82,685,219	11.34%	9,376,061	-	9,376,061	232,000	1,016	9,608,077

Table 2 Projecting Collections - Payments

02.02

Table 2 Projecting Collections - Payments

02.02

	Baltimore City - Collections Goals	Baltimore City - Collections Actuals and Forecast	Status	Baltimore City - Collections Invoice	Baltimore City - Compensation Rate	Baltimore City - Collection Cost - Standard	Baltimore City - Collection Cost - Adjustment of Standard	Baltimore City - Collection Cost - Incentives	Baltimore City - Collection Cost - Other Notes	Baltimore City - Collection Cost - Totals
2006	6,866,078	6,271,373	Actual	6,271,373	10.75%	674,173	-	-	-	674,173
2006	6,866,078	6,644,811	Actual	6,644,811	10.75%	714,317	-	-	-	714,317
2006	6,866,078	6,408,217	Actual	6,408,217	10.75%	688,981	-	-	-	688,981
2007	6,865,078	6,752,910	Actual	6,752,910	10.75%	725,938	-	-	The incentive was for FFY2006.	725,938
2007	6,865,078	6,146,271	Actual	6,146,271	10.75%	660,724	-	-	-	660,724
2007	6,865,078	6,234,010	Actual	6,234,010	10.75%	895,156	-	-	-	895,156
2007	6,865,078	7,790,988	Actual	7,790,988	10.05%	781,869	-	-	-	781,869
2007	6,865,078	7,682,221	Actual	7,682,221	10.05%	760,003	-	-	-	760,003
2007	6,865,078	7,280,922	Actual	7,280,922	10.05%	729,723	-	-	-	729,723
2007	6,865,078	6,941,567	Actual	6,941,567	10.05%	697,628	-	-	-	697,628
2007	6,865,078	7,201,043	Actual	7,201,043	10.05%	723,705	-	-	-	723,705
2007	6,865,078	5,975,391	Actual	5,975,391	10.05%	600,527	-	-	-	600,527
2007	79,980,937	63,180,714	Actual	83,180,714	10.39%	8,642,872	-	250,000	-	8,892,872
2007	6,786,281	6,987,731	Actual	6,987,731	10.05%	670,107	-	-	-	670,107
2007	6,786,281	6,593,180	Actual	6,593,180	10.05%	662,613	-	-	-	662,613
2007	6,786,281	6,021,137	Actual	6,021,137	10.05%	605,124	-	186,000	-	605,124
2008	6,786,281	6,887,411	Actual	6,887,411	10.05%	662,185	-	-	The incentive was for FFY2007.	662,185
2008	6,786,281	6,392,221	Actual	6,392,221	10.05%	642,418	-	-	-	642,418
2008	6,786,281	7,892,962	Actual	7,892,962	10.05%	793,243	-	-	-	793,243
2008	6,786,281	8,911,902	Actual	8,911,902	8.59%	846,631	-	-	-	846,631
2008	6,786,281	7,808,971	Actual	7,808,971	8.50%	722,862	-	-	-	722,862
2008	6,786,281	7,696,698	Actual	7,696,698	9.50%	731,186	-	-	-	731,186
2008	6,786,281	8,041,451	Actual	8,041,451	9.50%	763,938	-	-	-	763,938
2008	6,786,281	8,240,548	Actual	8,240,548	9.50%	792,852	-	-	-	792,852
2008	6,786,281	5,269,647	Actual	5,269,647	9.50%	500,046	-	-	-	500,046
2008	81,435,136	86,215,837	Actual	86,215,837	9.78%	8,413,005	-	196,000	-	8,609,005
2008	6,907,445	7,034,244	Actual	7,034,244	9.50%	666,253	-	-	-	666,253
2008	6,907,445	6,902,807	Actual	6,902,807	9.50%	580,748	-	252,000	-	580,748
2008	6,907,445	6,871,882	Actual	6,871,882	9.50%	633,910	-	-	The incentive was for FFY2008.	633,910
2009	6,907,445	6,854,945	Actual	6,854,945	9.50%	632,191	-	-	-	632,191
2009	6,907,445	5,961,403	Actual	5,961,403	9.50%	566,333	-	-	-	566,333
2009	6,907,445	7,332,342	Actual	7,332,342	9.50%	696,572	-	-	-	696,572
2009	6,907,445	9,584,127	Actual	9,584,127	8.95%	867,779	-	-	-	867,779
2009	6,907,445	7,180,173	Actual	7,180,173	8.95%	642,925	-	-	-	642,925
2009	6,907,445	6,262,614	Actual	6,262,614	8.95%	738,609	-	-	-	738,609
2009	6,907,445	6,176,945	Actual	6,176,945	8.95%	731,837	-	-	-	731,837
2008	6,907,445	8,478,964	Actual	8,478,964	8.95%	758,867	-	-	-	758,867
2008	6,907,445	5,342,141	Forecast	5,342,141	8.85%	476,122	-	-	-	476,122
2008	82,889,335	86,571,887	Actl/Forecast	86,571,887	9.20%	7,965,747	-	252,000	-	8,217,747

Table 2 Projecting Collections - Payments

02.03

Table 2 Projecting Collections - Payments

02.03

Year	Month	Baltimore City - Collections Goals	Baltimore City - Collections Actuals and Forecast	Status	Baltimore City - Collections Invoices	Baltimore City - Compensation Rate	Baltimore City - Collection Cost - Standard	Baltimore City - Collection Cost - Adjustment of Standard	Baltimore City - Collection Cost - Subtotal	Baltimore City - Collection Cost - Incentives	Baltimore City - Collection Cost - Other Notes	Totals
2009	Oct	7,415,078	6,896,148	Forecast	7,415,078	8.95%	683,649	-	683,649	-	-	683,649
2009	Nov	7,415,078	6,894,315	Forecast	7,415,078	8.95%	683,649	-	683,649	-	-	683,649
2009	Dec	7,415,078	6,384,012	Forecast	7,415,078	8.95%	683,649	-	683,649	-	-	683,649
2010	Jan	7,415,078	7,115,853	Forecast	7,415,078	8.95%	683,649	-	683,649	-	-	683,649
2010	Feb	7,415,078	6,330,057	Forecast	7,415,078	8.95%	683,649	-	683,649	-	-	683,649
2010	Mar	7,415,078	7,943,688	Forecast	7,415,078	8.95%	683,649	-	683,649	-	-	683,649
2010	Apr	7,415,078	9,431,911	Forecast	7,415,078	15.25%	1,130,789	-	1,130,789	-	-	1,130,789
2010	May	7,415,078	7,421,428	Forecast	7,415,078	15.25%	1,130,789	-	1,130,789	-	-	1,130,789
2010	Jun	7,415,078	8,186,248	Forecast	7,415,078	15.25%	1,130,789	-	1,130,789	-	-	1,130,789
2010	Jul	7,415,078	8,153,898	Forecast	7,415,078	13.70%	1,015,866	-	1,015,866	-	-	1,015,866
2010	Aug	7,415,078	8,861,450	Forecast	7,415,078	13.70%	1,015,866	-	1,015,866	-	-	1,015,866
2010	Sep	7,415,078	5,095,351	Forecast	7,415,078	13.70%	1,015,866	-	1,015,866	-	-	1,015,866
FFY 2010		88,980,934	85,544,228	Forecast	88,980,934	11.71%	10,421,892	-	10,421,892	-	-	10,421,892
2010	Oct	7,530,290	6,943,251	Forecast	7,530,290	13.70%	1,031,650	-	1,031,650	-	-	1,031,650
2010	Nov	7,530,290	6,870,091	Forecast	7,530,290	13.70%	1,031,650	-	1,031,650	-	-	1,031,650
2010	Dec	7,530,290	6,365,939	Forecast	7,530,290	13.70%	1,031,650	-	1,031,650	-	-	1,031,650
2011	Jan	7,530,290	7,259,848	Forecast	7,530,290	13.70%	1,031,650	-	1,031,650	-	-	1,031,650
2011	Feb	7,530,290	6,416,216	Forecast	7,530,290	13.70%	1,031,650	-	1,031,650	-	-	1,031,650
2011	Mar	7,530,290	8,035,707	Forecast	7,530,290	13.70%	1,031,650	-	1,031,650	-	-	1,031,650
2011	Apr	7,530,290	9,883,243	Forecast	7,530,290	13.70%	1,031,650	-	1,031,650	-	-	1,031,650
2011	May	7,530,290	7,433,988	Forecast	7,530,290	13.70%	1,031,650	-	1,031,650	-	-	1,031,650
2011	Jun	7,530,290	8,384,284	Forecast	7,530,290	13.70%	1,031,650	-	1,031,650	-	-	1,031,650
2011	Jul	7,530,290	8,360,413	Forecast	7,530,290	13.70%	1,031,650	-	1,031,650	-	-	1,031,650
2011	Aug	7,530,290	9,423,936	Forecast	7,530,290	12.00%	903,635	-	903,635	-	-	903,635
2011	Sep	7,530,290	4,528,551	Forecast	7,530,290	12.00%	903,635	-	903,635	-	-	903,635
FFY 2011		90,363,482	90,067,448	Forecast	90,363,482	13.28%	11,995,752	-	11,995,752	-	-	11,995,752
2011	Oct	7,645,503	7,050,354	Forecast	7,645,503	12.00%	917,460	-	917,460	-	-	917,460
2011	Nov	7,645,503	7,045,847	Forecast	7,645,503	12.00%	917,460	-	917,460	-	-	917,460
2011	Dec	7,645,503	6,347,968	Forecast	7,645,503	12.00%	917,460	-	917,460	-	-	917,460
2012	Jan	7,645,503	7,643,843	Forecast	7,645,503	12.00%	917,460	-	917,460	-	-	917,460
2012	Feb	7,645,503	6,506,373	Forecast	7,645,503	12.00%	917,460	-	917,460	-	-	917,460
2012	Mar	7,645,503	8,127,815	Forecast	7,645,503	12.00%	917,460	-	917,460	-	-	917,460
2012	Apr	7,645,503	9,954,575	Forecast	7,645,503	12.00%	917,460	-	917,460	-	-	917,460
2012	May	7,645,503	7,446,509	Forecast	7,645,503	12.00%	917,460	-	917,460	-	-	917,460
2012	Jun	7,645,503	8,532,320	Forecast	7,645,503	12.00%	917,460	-	917,460	-	-	917,460
2012	Jul	7,645,503	8,586,988	Forecast	7,645,503	10.75%	821,882	-	821,882	-	-	821,882
2012	Aug	7,645,503	9,896,422	Forecast	7,645,503	10.75%	821,882	-	821,882	-	-	821,882
2012	Sep	7,645,503	4,571,771	Forecast	7,645,503	10.75%	821,882	-	821,882	-	-	821,882
FFY 2012		91,746,030	81,590,863	Forecast	91,746,030	11.68%	10,722,817	-	10,722,817	-	-	10,722,817

Table 2 Projecting Collections - Payments

02.04

Table 2 Projecting Collections - Payments 02.04

Year	Month	Baltimore City - Collections Goals	Baltimore City - Collections Actuals and Forecast	Status	Baltimore City - Collections Invoice	Baltimore City - Compensation Rate	Baltimore City - Collection Cost - Standard	Baltimore City - Collection Adjustment of Standard	Baltimore City - Collection Cost - Subtotal	Baltimore City - Collection Cost - Other Notes	Baltimore City - Collection Cost - Incentives	Baltimore City - Collection Cost -	Baltimore City - Collection Cost -	Totals
2012	Oct	7,760,715	7,157,457	Forecast	7,760,715	10.75%	834,277	-	834,277	-	-	-	-	834,277
2012	Nov	7,760,715	7,221,614	Forecast	7,760,715	10.75%	834,277	-	834,277	-	-	-	-	834,277
2012	Dec	7,760,715	6,329,793	Forecast	7,760,715	10.75%	834,277	-	834,277	-	-	-	-	834,277
2013	Jan	7,760,715	7,767,658	Forecast	7,760,715	10.75%	834,277	-	834,277	-	-	-	-	834,277
2013	Feb	7,760,715	6,594,531	Forecast	7,760,715	10.75%	834,277	-	834,277	-	-	-	-	834,277
2013	Mar	7,760,715	8,218,923	Forecast	7,760,715	10.75%	834,277	-	834,277	-	-	-	-	834,277
2013	Apr	7,760,715	10,215,907	Forecast	7,760,715	10.75%	834,277	-	834,277	-	-	-	-	834,277
2013	May	7,760,715	7,459,050	Forecast	7,760,715	10.75%	834,277	-	834,277	-	-	-	-	834,277
2013	Jun	7,760,715	8,700,356	Forecast	7,760,715	10.75%	834,277	-	834,277	-	-	-	-	834,277
2013	Jul	7,760,715	8,773,622	Forecast	7,760,715	10.08%	779,952	-	779,952	-	-	-	-	779,952
2013	Aug	7,760,715	10,368,808	Forecast	7,760,715	10.08%	779,952	-	779,952	-	-	-	-	779,952
2013	Sep	7,760,715	4,314,861	Forecast	7,760,715	10.08%	779,952	-	779,952	-	-	-	-	779,952
2013	FFY 2013	93,125,578	93,113,881	Forecast	93,125,578	10.58%	9,848,347	-	9,848,347	-	-	-	-	9,848,347
2013	Oct	7,875,927	7,264,560	Forecast	7,875,927	10.05%	791,531	-	791,531	-	-	-	-	791,531
2013	Nov	7,875,927	7,397,390	Forecast	7,875,927	10.05%	791,531	-	791,531	-	-	-	-	791,531
2013	Dec	7,875,927	6,311,720	Forecast	7,875,927	10.05%	791,531	-	791,531	-	-	-	-	791,531
2014	Jan	7,875,927	7,871,833	Forecast	7,875,927	10.05%	791,531	-	791,531	-	-	-	-	791,531
2014	Feb	7,875,927	6,682,889	Forecast	7,875,927	10.05%	791,531	-	791,531	-	-	-	-	791,531
2014	Mar	7,875,927	8,312,032	Forecast	7,875,927	10.05%	791,531	-	791,531	-	-	-	-	791,531
2014	Apr	7,875,927	10,477,239	Forecast	7,875,927	10.05%	791,531	-	791,531	-	-	-	-	791,531
2014	May	7,875,927	7,477,091	Forecast	7,875,927	10.05%	791,531	-	791,531	-	-	-	-	791,531
2014	Jun	7,875,927	8,866,392	Forecast	7,875,927	10.05%	791,531	-	791,531	-	-	-	-	791,531
2014	Jul	7,875,927	8,990,077	Forecast	7,875,927	9.60%	748,213	-	748,213	-	-	-	-	748,213
2014	Aug	7,875,927	10,841,394	Forecast	7,875,927	9.60%	748,213	-	748,213	-	-	-	-	748,213
2014	Sep	7,875,927	4,058,181	Forecast	7,875,927	9.60%	748,213	-	748,213	-	-	-	-	748,213
2014	FFY 2014	94,511,128	94,637,098	Forecast	94,511,128	9.91%	9,368,415	-	9,368,415	-	-	-	-	9,368,415

Table 2 Projecting Collections - Payments

02.05

Table 2 Projecting Collections - Payments 02.05

Year	Month	Baltimore City - Collections Goals	Baltimore City - Collections Actuals and Forecast	Status	Baltimore City - Collections Invoice	Baltimore City - Compensation Rate	Baltimore City - Collection Cost - Standard	Baltimore City - Collection Cost - Adjustment of Standard	Baltimore City - Collection Cost - Incentives	Baltimore City - Collection Cost - Other Notes	Totals
2014	Oct	7,891,140	7,891,140	Forecast	7,891,140	9.50%	759,158	-	-	-	759,158
2014	Nov	7,891,140	7,573,148	Forecast	7,891,140	9.50%	759,158	-	-	-	759,158
2014	Dec	7,891,140	6,293,647	Forecast	7,891,140	9.50%	759,158	-	-	-	759,158
2015	Jan	7,891,140	8,185,828	Forecast	7,891,140	9.50%	759,158	-	-	-	759,158
2015	Feb	7,891,140	6,770,847	Forecast	7,891,140	9.50%	759,158	-	-	-	759,158
2015	Mar	7,891,140	8,404,140	Forecast	7,891,140	9.50%	759,158	-	-	-	759,158
2015	Apr	7,891,140	10,738,571	Forecast	7,891,140	9.50%	759,158	-	-	-	759,158
2015	May	7,891,140	7,489,132	Forecast	7,891,140	9.50%	759,158	-	-	-	759,158
2015	Jun	7,891,140	9,036,428	Forecast	7,891,140	9.50%	759,158	-	-	-	759,158
2015	Jul	7,891,140	8,186,832	Forecast	7,891,140	9.50%	759,158	-	-	-	759,158
2015	Aug	7,891,140	11,313,881	Forecast	7,891,140	8.95%	715,207	-	-	-	715,207
2015	Sep	7,891,140	3,801,401	Forecast	7,891,140	8.95%	715,207	-	-	-	715,207
2015	FFY 2015	95,893,674	96,180,315	Forecast	95,893,674	9.39%	8,978,045	-	-	-	8,978,045
2015	Oct	8,140,294	7,478,767	Forecast	8,140,294	8.95%	728,556	-	-	-	728,556
2015	Nov	8,140,294	7,748,912	Forecast	8,140,294	8.95%	728,556	-	-	-	728,556
2015	Dec	8,140,294	6,275,674	Forecast	8,140,294	8.95%	728,556	-	-	-	728,556
2016	Jan	8,140,294	8,398,823	Forecast	8,140,294	8.95%	728,556	-	-	-	728,556
2016	Feb	8,140,294	6,858,004	Forecast	8,140,294	8.95%	728,556	-	-	-	728,556
2016	Mar	8,140,294	8,496,248	Forecast	8,140,294	8.95%	728,556	-	-	-	728,556
2016	Apr	8,140,294	10,889,904	Forecast	8,140,294	8.95%	728,556	-	-	-	728,556
2016	May	8,140,294	7,486,873	Forecast	8,140,294	8.95%	728,556	-	-	-	728,556
2016	Jun	8,140,294	9,204,463	Forecast	8,140,294	8.95%	728,556	-	-	-	728,556
2016	Jul	8,140,294	6,383,188	Forecast	8,140,294	8.95%	728,556	-	-	-	728,556
2016	Aug	8,140,294	11,786,387	Forecast	8,140,294	8.95%	728,556	-	-	-	728,556
2016	Sep	8,140,294	3,644,611	Forecast	8,140,294	8.95%	728,556	-	-	-	728,556
2016	FFY 2016	97,693,533	97,693,533	Forecast	97,693,533	8.95%	8,742,676	-	-	-	8,742,676

Table 2 Projecting Collections - Payments

02.06

Table 2 Projecting Collections - Payments 02.06

Year	Month	Queen Anne's County - Collections		Queen Anne's County - Collections - Invoices	Queen Anne's County - Collections - Compensation Rate	Queen Anne's County - Collections - Standard	Queen Anne's County - Collections - Adjustment of Standard	Queen Anne's County - Collections - Subtotal	Queen Anne's County - Collections - Incentives	Queen Anne's County - Collections - Cost - Other Notes	Queen Anne's County - Collections - Cost - Totals
		Goals	Actuals and Forecast								
2003	Oct	244,417	286,223	286,223	12.71%	37,848	(1,128)	36,520	-	-	36,520
	Nov	244,417	201,077	201,077	13.88%	27,912	(837)	27,074	-	Medimus Holdback	27,074
	Dec	244,417	259,086	259,086	14.70%	39,085	887	39,983	-	Medimus Holdback	39,983
	Jan	244,417	224,227	218,240	10.00%	21,824	-	21,824	-	Reimbursement of Holdback	21,824
	Feb	244,417	211,084	211,084	10.00%	21,103	-	21,103	-	-	21,103
	Mar	244,417	276,086	276,086	10.00%	27,609	-	27,609	-	-	27,609
	Apr	244,417	283,282	283,282	10.00%	28,328	-	28,328	-	-	28,328
	May	244,417	254,524	254,524	10.00%	25,452	-	25,452	-	-	25,452
	Jun	244,417	272,513	272,513	10.00%	27,251	-	27,251	-	-	27,251
	Jul	244,417	284,913	284,913	10.00%	28,491	-	28,491	-	-	28,491
2004	Oct	244,417	248,204	248,204	10.00%	24,820	-	24,820	-	-	24,820
	Nov	244,417	248,204	248,204	10.00%	24,820	-	24,820	-	-	24,820
	Dec	244,417	230,743	230,743	10.00%	23,074	-	23,074	-	-	23,074
	Jan	2,993,002	2,991,812	2,985,925	10.94%	328,610	(1,079)	325,530	-	-	325,530
	Feb	245,627	284,913	284,913	10.00%	28,491	-	28,491	-	-	28,491
	Mar	245,627	207,795	207,795	10.00%	20,790	-	20,790	-	-	20,790
	Apr	245,627	257,367	257,367	10.00%	25,737	-	25,737	-	-	25,737
	May	245,627	243,110	243,110	10.00%	24,311	-	24,311	-	-	24,311
	Jun	245,627	228,598	228,598	10.00%	22,860	-	22,860	-	-	22,860
	Jul	245,627	288,170	288,170	10.00%	28,917	-	28,917	-	-	28,917
2005	Oct	245,627	298,868	298,868	10.00%	29,867	-	29,867	-	-	29,867
	Nov	245,627	272,012	272,012	10.00%	27,201	(13,830)	13,371	27,825	27,838	27,825
	Dec	245,627	278,246	278,246	10.00%	27,825	-	27,825	-	Replacement Equip & Software	27,825
	Jan	245,627	282,824	282,824	10.00%	28,282	-	28,282	-	Adjustment to QA County	28,282
	Feb	245,627	290,985	290,985	10.00%	29,089	-	29,089	-	-	29,089
	Mar	245,627	270,234	270,234	10.00%	27,023	-	27,023	-	Replacement Equip & Software	27,023
	Apr	2,947,821	3,198,121	3,198,121	10.00%	319,612	(13,830)	306,782	-	-	306,782
	May	246,837	226,388	226,388	10.00%	22,540	-	22,540	-	-	22,540
	Jun	246,837	289,469	289,469	10.00%	28,947	-	28,947	-	-	28,947
	Jul	246,837	289,513	289,513	10.00%	28,951	(22,136)	6,815	-	Adjustment to QA County	6,815
2006	Oct	246,837	283,708	283,708	10.00%	28,371	-	28,371	-	-	28,371
	Nov	246,837	292,007	292,007	10.00%	29,201	-	29,201	-	-	29,201
	Dec	246,837	337,687	337,687	10.00%	33,789	-	33,789	-	-	33,789
	Jan	246,837	299,123	299,123	10.00%	29,912	-	29,912	-	-	29,912
	Feb	246,837	294,084	294,084	10.00%	29,408	-	29,408	-	-	29,408
	Mar	246,837	334,873	334,873	10.00%	33,487	-	33,487	-	-	33,487
	Apr	246,837	285,936	285,936	10.00%	28,584	-	28,584	-	-	28,584
	May	246,837	321,220	321,220	10.00%	32,122	-	32,122	-	-	32,122
	Jun	246,837	285,280	285,280	10.00%	28,529	-	28,529	-	-	28,529
	Jul	2,862,041	3,498,310	3,498,310	10.00%	348,831	(22,136)	327,695	-	-	327,695

Table 2 Projecting Collections - Payments

02.07

Table 2 Projecting Collections - Payments 02.07

Year	Month	Queen Anne's County - Collections		Queen Anne's County - Collections		Queen Anne's County - Collections Incentives	Queen Anne's County - Collections Cost - Other Notes	Queen Anne's County - Collections Cost - Incentives	Queen Anne's County - Collections Cost - Other Notes	Queen Anne's County - Collections Cost - Incentives	Queen Anne's County - Collections Cost - Other Notes	Totals
		Goals	Actuals and Forecasts	County - Collections	County - Collections							
2006	Oct	248,047	278,314	278,314	278,314	27,831	-	27,831	-	27,831	-	27,831
2006	Nov	248,047	273,508	273,508	273,508	27,351	-	27,351	-	27,351	-	27,351
2006	Dec	248,047	284,341	284,341	284,341	28,434	-	28,434	-	28,434	-	28,434
2007	Jan	248,047	280,308	280,308	280,308	28,031	-	28,031	-	28,031	-	28,031
2007	Feb	248,047	251,023	251,023	251,023	25,102	-	25,102	-	25,102	-	25,102
2007	Mar	248,047	316,820	316,820	316,820	31,682	(16,977)	31,682	-	31,682	-	31,682
2007	Apr	248,047	290,459	290,459	290,459	28,465	-	28,465	-	28,465	-	28,465
2007	May	248,047	334,284	334,284	334,284	32,780	-	32,780	-	32,780	-	32,780
2007	Jun	248,047	322,373	322,373	322,373	31,593	-	31,593	-	31,593	-	31,593
2007	Jul	248,047	310,411	310,411	310,411	30,420	-	30,420	-	30,420	-	30,420
2007	Aug	248,047	322,705	322,705	322,705	31,625	-	31,625	-	31,625	-	31,625
2007	Sep	248,047	271,175	271,175	271,175	26,575	-	26,575	-	26,575	-	26,575
FFY 2007		2,976,561	3,535,719	3,535,719	3,535,719	349,868	(18,977)	349,868	-	349,868	-	349,868
2007	Oct	249,257	288,117	288,117	288,117	28,235	-	28,235	-	28,235	-	28,235
2007	Nov	249,257	305,590	305,590	305,590	29,945	-	29,945	-	29,945	-	29,945
2007	Dec	249,257	286,858	286,858	286,858	28,152	-	28,152	-	28,152	-	28,152
2008	Jan	249,257	312,834	312,834	312,834	30,658	(14,883)	30,658	-	30,658	-	30,658
2008	Feb	249,257	268,778	268,778	268,778	26,144	-	26,144	-	26,144	-	26,144
2008	Mar	249,257	281,723	281,723	281,723	28,589	-	28,589	-	28,589	-	28,589
2008	Apr	249,257	331,005	331,005	331,005	28,135	-	28,135	-	28,135	-	28,135
2008	May	249,257	315,371	315,371	315,371	28,807	-	28,807	-	28,807	-	28,807
2008	Jun	249,257	334,489	334,489	334,489	28,432	-	28,432	-	28,432	-	28,432
2008	Jul	249,257	388,481	388,481	388,481	31,319	-	31,319	-	31,319	-	31,319
2008	Aug	249,257	334,184	334,184	334,184	28,406	-	28,406	-	28,406	-	28,406
2008	Sep	249,257	276,685	276,685	276,685	23,517	-	23,517	-	23,517	-	23,517
FFY 2008		2,891,081	3,882,048	3,882,048	3,882,048	336,338	(14,883)	336,338	-	336,338	-	336,338
2008	Oct	250,487	316,212	316,212	316,212	28,878	-	28,878	-	28,878	-	28,878
2008	Nov	250,487	286,798	286,798	286,798	22,578	-	22,578	-	22,578	-	22,578
2008	Dec	250,487	304,215	304,215	304,215	25,858	-	25,858	-	25,858	-	25,858
2009	Jan	250,487	302,423	302,423	302,423	25,706	-	25,706	-	25,706	-	25,706
2009	Feb	250,487	275,082	275,082	275,082	23,383	-	23,383	-	23,383	-	23,383
2009	Mar	250,487	282,302	282,302	282,302	23,886	-	23,886	-	23,886	-	23,886
2009	Apr	250,487	359,859	359,859	359,859	29,898	-	29,898	-	29,898	-	29,898
2009	May	250,487	304,572	304,572	304,572	25,127	-	25,127	-	25,127	-	25,127
2009	Jun	250,487	349,687	349,687	349,687	28,348	-	28,348	-	28,348	-	28,348
2009	Jul	250,487	346,687	346,687	346,687	28,518	-	28,518	-	28,518	-	28,518
2009	Aug	250,487	384,664	384,664	384,664	30,076	-	30,076	-	30,076	-	30,076
2009	Sep	250,487	294,857	294,857	294,857	24,309	-	24,309	-	24,309	-	24,309
FFY 2009		3,005,601	3,786,028	3,786,028	3,786,028	315,086	-	315,086	-	315,086	-	315,086

Table 3.02 Projecting Collections - Queen Anne's County 03.02

Table 3.02 Projecting Collections - Queen Anne's County 03.02

	Queen Anne's County												
	FFY 2004	FFY 2005	FFY 2006	FFY 2007	FFY 2008	FFY 2009	FFY 2010	FFY 2011	FFY 2012	FFY 2013	FFY 2014	FFY 2015	FFY 2016
Oct	296,223	264,913	225,388	276,314	288,117	316,212	300,443	306,800	313,166	319,513	325,868	332,225	338,582
Nov	201,077	207,795	209,489	273,606	305,560	266,799	318,628	335,655	352,682	369,709	386,736	403,763	420,790
Dec	259,086	257,367	289,513	284,341	266,858	304,215	301,791	308,904	316,017	323,129	330,242	337,355	344,468
Jan	224,227	243,110	283,708	280,308	312,834	302,423	334,110	351,160	368,210	385,260	402,310	419,360	436,411
Feb	211,034	229,596	262,007	251,023	266,779	275,092	291,341	303,365	315,390	327,414	339,438	351,463	363,487
Mar	276,086	289,170	337,887	316,820	291,723	282,302	300,752	301,773	301,773	302,284	302,794	303,306	303,816
Apr	263,282	298,889	298,123	290,459	331,005	358,859	367,382	385,009	402,655	420,302	437,949	455,595	473,242
May	264,524	272,012	294,084	334,284	315,371	304,572	337,860	349,874	361,889	373,904	385,919	397,933	409,948
Jun	272,513	278,246	334,873	322,373	334,489	349,667	369,560	385,046	400,531	416,017	431,503	446,988	462,474
Jul	264,913	292,824	285,938	310,411	368,461	345,667	375,551	394,841	414,131	433,421	452,712	472,002	491,292
Aug	248,204	260,985	321,220	322,705	334,164	364,584	384,932	405,300	425,668	446,036	466,404	486,772	507,140
Sep	230,743	270,234	286,290	271,175	276,865	294,657	303,935	313,214	322,482	331,771	341,049	350,328	359,606
Total FFY	2,991,912	3,196,121	3,498,310	3,535,719	3,692,046	3,766,029	3,986,266	4,140,431	4,294,596	4,448,760	4,602,925	4,757,080	4,911,255
Goal	2,933,002	2,947,521	2,962,041	2,976,561	2,991,081	3,005,601	4,042,753	4,216,106	4,393,459	4,568,813	4,744,166	4,919,520	4,911,255

	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Goal	2,933,002	2,947,521	2,962,041	2,976,561	2,991,081	3,005,601	4,042,753	4,216,106	4,393,459	4,568,813	4,744,166	4,919,520	4,911,255
Collections	2,991,912	3,196,121	3,498,310	3,535,719	3,692,046	3,766,029	3,986,266	4,140,431	4,294,596	4,448,760	4,602,925	4,757,080	4,911,255

Prepared by Lindsey + Associates

Table 4 CSEA Disbursements

04.01

Total Disbursements

Allegany County

6. Total Collections Disbursed - Current Support Plus Arrears

	Current TCA	Former TCA	Never TCA	Total	Previous Year's Totals
Oct-03	\$18,143	\$278,716	\$306,560	\$604,419	\$575,014
Nov-03	\$39,712	\$498,358	\$533,804	\$1,071,874	\$1,072,557
Dec-03	\$57,616	\$767,494	\$833,908	\$1,659,018	\$1,578,524
Jan-04	\$77,145	\$1,001,527	\$1,093,836	\$2,172,508	\$2,119,911
Feb-04	\$94,664	\$1,234,333	\$1,346,693	\$2,675,690	\$2,616,273
Mar-04	\$113,254	\$1,500,516	\$1,669,046	\$3,282,816	\$3,125,606
Apr-04	\$137,224	\$1,776,462	\$1,971,181	\$3,884,867	\$3,760,332
May-04	\$163,690	\$2,055,566	\$2,250,463	\$4,469,719	\$4,370,665
Jun-04	\$182,561	\$2,356,143	\$2,559,927	\$5,098,631	\$4,957,682
Jul-04					\$5,610,888
Aug-04					\$6,139,210
Sep-04					\$6,675,331

Baltimore City

6. Total Collections Disbursed - Current Support Plus Arrears

	Current TCA	Former TCA	Never TCA	Total	Previous Year's Totals
Oct-03	\$378,943	\$3,178,885	\$3,104,725	\$6,662,553	\$6,576,790
Nov-03	\$792,741	\$5,758,986	\$5,474,780	\$12,026,507	\$12,363,306
Dec-03	\$1,124,778	\$8,812,660	\$8,446,221	\$18,383,659	\$18,357,535
Jan-04	\$1,522,500	\$11,619,811	\$11,071,932	\$24,214,243	\$24,642,721
Feb-04	\$1,903,470	\$14,350,530	\$13,580,852	\$29,834,852	\$30,207,651
Mar-04	\$2,682,899	\$17,876,783	\$16,946,075	\$36,905,757	\$36,525,909
Apr-04	\$3,020,311	\$21,990,555	\$19,780,144	\$44,791,010	\$44,400,125
May-04	\$3,570,203	\$25,809,905	\$22,661,547	\$52,041,655	\$52,284,191
Jun-04	\$3,974,367	\$29,369,442	\$25,648,874	\$58,992,683	\$58,896,588
Jul-04					\$66,106,672
Aug-04					\$72,172,680
Sep-04					\$78,448,129

157, Lines 25 and 27

Prepared by CSEA

Table 4 CSEA Disbursements

04.01

Anne Arundel County

6. Total Collections Disbursed - Current Support Plus Arrears

	Current TCA	Former TCA	Never TCA	Total	Previous Year's Totals
Oct-03	\$80,354	\$610,452	\$2,077,493	\$2,768,299	\$2,694,581
Nov-03	\$158,398	\$1,141,281	\$3,738,923	\$5,038,602	\$5,036,105
Dec-03	\$247,962	\$1,721,200	\$5,902,235	\$7,871,397	\$7,490,932
Jan-04	\$311,052	\$2,244,197	\$7,696,729	\$10,251,978	\$10,195,444
Feb-04	\$386,323	\$2,778,825	\$9,446,578	\$12,611,726	\$12,391,433
Mar-04	\$466,249	\$3,378,574	\$11,522,949	\$15,367,772	\$14,778,088
Apr-04	\$563,195	\$4,031,660	\$13,531,623	\$18,126,478	\$17,597,174
May-04	\$650,016	\$4,668,291	\$15,423,615	\$20,741,922	\$20,279,213
Jun-04	\$737,624	\$5,328,429	\$17,572,840	\$23,638,893	\$22,858,965
Jul-04					\$25,638,939
Aug-04					\$28,177,633
Sep-04					\$30,675,252

Baltimore County

6. Total Collections Disbursed - Current Support Plus Arrears

	Current TCA	Former TCA	Never TCA	Total	Previous Year's Totals
Oct-03	\$67,611	\$1,053,319	\$3,495,958	\$4,616,888	\$4,467,088
Nov-03	\$136,091	\$1,860,905	\$6,185,802	\$8,182,798	\$8,289,782
Dec-03	\$193,569	\$2,831,181	\$9,605,162	\$12,629,912	\$12,255,599
Jan-04	\$275,256	\$3,720,386	\$12,643,955	\$16,639,597	\$16,517,684
Feb-04	\$338,932	\$4,619,518	\$15,540,810	\$20,499,260	\$20,200,000
Mar-04	\$431,503	\$5,692,240	\$19,030,008	\$25,153,751	\$24,059,516
Apr-04	\$534,924	\$6,835,854	\$22,370,279	\$29,741,057	\$28,640,615
May-04	\$613,943	\$7,898,692	\$25,507,840	\$34,020,475	\$33,170,962
Jun-04	\$688,261	\$8,989,826	\$29,007,312	\$38,685,399	\$37,225,824
Jul-04					\$41,804,484
Aug-04					\$45,814,258
Sep-04					\$49,803,397



Table 4 CSEA Disbursements

04.02

Total Disbursements

Prince George's County

6. Total Collections Disbursed - Current Support Plus Arrears

	Current TCA	Former TCA	Never TCA	Total	Previous Year's Totals
Oct-03	\$156,651	\$1,451,429	\$7,058,720	\$8,666,800	\$8,547,064
Nov-03	\$293,833	\$2,680,584	\$12,716,998	\$15,691,415	\$15,963,778
Dec-03	\$437,570	\$4,166,602	\$19,854,240	\$24,458,412	\$23,621,372
Jan-04	\$588,239	\$5,519,863	\$25,978,948	\$32,087,050	\$32,081,441
Feb-04	\$728,353	\$6,786,735	\$31,863,303	\$39,378,391	\$38,972,030
Mar-04	\$886,482	\$8,319,880	\$38,946,146	\$48,152,508	\$46,641,196
Apr-04	\$1,065,650	\$10,003,786	\$46,079,895	\$57,149,331	\$55,370,809
May-04	\$1,246,336	\$11,627,191	\$52,638,179	\$65,511,706	\$64,034,190
Jun-04	\$1,390,068	\$13,270,849	\$59,782,126	\$74,443,043	\$71,975,453
Jul-04					\$80,877,291
Aug-04					\$88,867,343
Sep-04					\$96,667,313

Queen Anne's County

6. Total Collections Disbursed - Current Support Plus Arrears

	Current TCA	Former TCA	Never TCA	Total	Previous Year's Totals
Oct-03	\$5,807	\$90,155	\$200,261	\$296,223	\$264,620
Nov-03	\$11,845	\$149,286	\$336,169	\$497,300	\$479,025
Dec-03	\$16,085	\$229,114	\$511,187	\$756,386	\$719,319
Jan-04	\$21,606	\$297,432	\$661,575	\$980,613	\$968,517
Feb-04	\$25,569	\$362,507	\$803,571	\$1,191,647	\$1,169,019
Mar-04	\$30,897	\$443,580	\$993,256	\$1,467,733	\$1,423,246
Apr-04	\$37,311	\$519,145	\$1,164,559	\$1,721,015	\$1,689,718
May-04	\$45,282	\$596,883	\$1,333,374	\$1,975,539	\$1,954,346
Jun-04	\$55,753	\$684,792	\$1,507,507	\$2,248,052	\$2,193,478
Jul-04					\$2,471,062
Aug-04					\$2,698,230
Sep-04					\$2,925,557

St. Mary's County

6. Total Collections Disbursed - Current Support Plus Arrears

	Current TCA	Former TCA	Never TCA	Total	Previous Year's Totals
Oct-03	\$18,256	\$281,160	\$621,692	\$921,108	\$867,468
Nov-03	\$39,022	\$506,060	\$1,116,371	\$1,655,453	\$1,615,744
Dec-03	\$44,817	\$766,218	\$1,748,030	\$2,559,065	\$2,438,254
Jan-04	\$59,942	\$1,028,437	\$2,277,796	\$3,366,175	\$3,293,714
Feb-04	\$75,916	\$1,270,938	\$2,808,691	\$4,155,545	\$4,032,928
Mar-04	\$86,482	\$1,559,420	\$3,432,683	\$5,090,585	\$4,798,262
Apr-04	\$123,553	\$1,853,023	\$4,035,283	\$6,011,859	\$5,723,050
May-04	\$144,558	\$2,114,382	\$4,616,255	\$6,875,195	\$6,623,937
Jun-04	\$156,315	\$2,390,334	\$5,222,733	\$7,769,382	\$7,442,279
Jul-04					\$8,350,942
Aug-04					\$9,179,011
Sep-04					\$9,984,302

Somerset County

6. Total Collections Disbursed - Current Support Plus Arrears

	Current TCA	Former TCA	Never TCA	Total	Previous Year's Totals
Oct-03	\$8,122	\$113,351	\$105,293	\$226,766	\$225,480
Nov-03	\$15,702	\$197,337	\$180,135	\$393,174	\$414,048
Dec-03	\$20,126	\$300,186	\$287,186	\$607,498	\$609,457
Jan-04	\$25,989	\$390,983	\$370,966	\$787,938	\$809,385
Feb-04	\$34,392	\$484,807	\$458,140	\$977,339	\$997,972
Mar-04	\$43,074	\$599,368	\$565,175	\$1,207,617	\$1,198,188
Apr-04	\$52,168	\$718,982	\$673,411	\$1,444,561	\$1,435,408
May-04	\$62,249	\$828,869	\$768,532	\$1,659,650	\$1,660,896
Jun-04	\$66,429	\$937,008	\$867,357	\$1,870,794	\$1,864,064
Jul-04					\$2,086,654
Aug-04					\$2,277,174
Sep-04					\$2,467,300

157, Lines 25 and 27 Prepared by CSEA

June 2004

Table 5.01 Collection Goals vs. Actuals 05.01

BALTIMORE CITY CONTRACT YEAR 1 1/1/2004-9/30/2004	DISBURSED COLLECTION GOAL	YTD DISBURSED COLLECTIONS	PERCENT OF GOAL
	\$56,350,206	\$60,035,065	106.54%
CONTRACT YEAR 2 FFY 10/1/2004-9/30/2005	\$77,072,540	\$82,195,393	106.65%
CONTRACT YEAR 3 FFY 10/1/2005-9/30/2006	\$78,526,738	\$82,695,219	105.31%
CONTRACT YEAR 4 FFY 10/1/2006-9/30/2007	\$79,980,937	\$83,180,714	104.00%
CONTRACT YEAR 5 FFY 10/1/2007-9/30/2008	\$81,435,136	\$86,215,838	105.87%
CONTRACT YEAR 6 FFY 10/1/2008-9/30/2009	\$82,889,335	\$64,573,837	77.90%
CONTRACT YEAR 7 FFY 10/1/2009-9/30/2010	\$42,170,267	\$0	0.00%
CONTRACT YEAR 8 FFY 10/1/2010-9/30/2011	\$88,980,933.98		
CONTRACT YEAR 9 FFY 10/1/2011-9/30/2012	\$90,363,481.97		
CONTRACT YEAR 10 FFY 10/1/2012-9/30/2013	\$91,746,029.96		
CONTRACT YEAR 11 FFY 10/1/2013-9/30/2014	\$93,128,577.95		
CONTRACT YEAR 12 FFY 10/1/2014-9/30/2015	\$94,511,125.94		
	\$95,893,673.92		
averaged disbursed collections contract years 2-5	\$83,571,791	\$1,340,148.33	1.60%
		average increase in disbursed collections contract years 2-5 expressed as a percentage	

Table 5.02 Collection Goals vs. Actuals 05.02

QUEEN ANNE'S COUNTY CONTRACT YEAR 1 1/1/2004-9/30/2004	DISBURSED COLLECTION GOAL	YTD DISBURSED COLLECTIONS	PERCENT OF GOAL
	\$2,196,122	\$2,235,526	101.79%
CONTRACT YEAR 2 FFY 10/1/2004-9/30/2005	\$2,947,521	\$3,196,121	108.43%
CONTRACT YEAR 3 FFY 10/1/2005-9/30/2006	\$2,962,041	\$3,498,310	118.10%
CONTRACT YEAR 4 FFY 10/1/2006-9/30/2007	\$2,976,561	\$3,535,719	118.79%
CONTRACT YEAR 5 FFY 10/1/2007-9/30/2008	\$2,991,081	\$3,692,046	123.44%
CONTRACT YEAR 6 FFY 10/1/2008-9/30/2009	\$3,005,601	\$2,761,141	91.87%
CONTRACT YEAR 7 FFY 10/1/2009-9/30/2010	\$5,510,605 \$4,042,752.73	\$0	0.00%
CONTRACT YEAR 8 FFY 10/1/2010-9/30/2011	\$4,218,106.09		
CONTRACT YEAR 9 FFY 10/1/2011-9/30/2012	\$4,393,459.45		
CONTRACT YEAR 10 FFY 10/1/2012-9/30/2013	\$4,568,812.81		
CONTRACT YEAR 11 FFY 10/1/2013-9/30/2014	\$4,744,166.18		
CONTRACT YEAR 12 FFY 10/1/2014-9/30/2015	\$4,919,519.54		
averaged disbursed collections contract years 2-5	\$3,480,549.00	average dollar amount increased disbursed collections contract years 2-5 as a percentage	average increase in disbursed collections contract years 2-5 expressed as a percentage 4.75%

Table 6 Standard Salary Schedule 2009

GRADE	STATE OF MARYLAND STANDARD SALARY SCHEDULE Annual Rates Effective July 1, 2009																			
	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11	STEP 12	STEP 13	STEP 14	STEP 15	STEP 16	STEP 17	STEP 18	STEP 19	STEP 20
5	\$21,188	\$21,908	\$22,627	\$23,346	\$24,065	\$24,784	\$25,503	\$26,222	\$26,941	\$27,660	\$28,379	\$29,098	\$29,817	\$30,536	\$31,255	\$31,974	\$32,693	\$33,412	\$34,131	\$34,850
6	\$22,448	\$23,167	\$23,886	\$24,605	\$25,324	\$26,043	\$26,762	\$27,481	\$28,200	\$28,919	\$29,638	\$30,357	\$31,076	\$31,795	\$32,514	\$33,233	\$33,952	\$34,671	\$35,390	\$36,109
7	\$23,708	\$24,427	\$25,146	\$25,865	\$26,584	\$27,303	\$28,022	\$28,741	\$29,460	\$30,179	\$30,898	\$31,617	\$32,336	\$33,055	\$33,774	\$34,493	\$35,212	\$35,931	\$36,650	\$37,369
8	\$25,239	\$25,958	\$26,677	\$27,396	\$28,115	\$28,834	\$29,553	\$30,272	\$30,991	\$31,710	\$32,429	\$33,148	\$33,867	\$34,586	\$35,305	\$36,024	\$36,743	\$37,462	\$38,181	\$38,900
9	\$26,763	\$27,482	\$28,201	\$28,920	\$29,639	\$30,358	\$31,077	\$31,796	\$32,515	\$33,234	\$33,953	\$34,672	\$35,391	\$36,110	\$36,829	\$37,548	\$38,267	\$38,986	\$39,705	\$40,424
10	\$28,434	\$29,153	\$29,872	\$30,591	\$31,310	\$32,029	\$32,748	\$33,467	\$34,186	\$34,905	\$35,624	\$36,343	\$37,062	\$37,781	\$38,500	\$39,219	\$39,938	\$40,657	\$41,376	\$42,095
11	\$30,200	\$30,919	\$31,638	\$32,357	\$33,076	\$33,795	\$34,514	\$35,233	\$35,952	\$36,671	\$37,390	\$38,109	\$38,828	\$39,547	\$40,266	\$40,985	\$41,704	\$42,423	\$43,142	\$43,861
12	\$32,091	\$32,810	\$33,529	\$34,248	\$34,967	\$35,686	\$36,405	\$37,124	\$37,843	\$38,562	\$39,281	\$40,000	\$40,719	\$41,438	\$42,157	\$42,876	\$43,595	\$44,314	\$45,033	\$45,752
13	\$34,113	\$34,832	\$35,551	\$36,270	\$36,989	\$37,708	\$38,427	\$39,146	\$39,865	\$40,584	\$41,303	\$42,022	\$42,741	\$43,460	\$44,179	\$44,898	\$45,617	\$46,336	\$47,055	\$47,774
14	\$36,280	\$37,000	\$37,719	\$38,438	\$39,157	\$39,876	\$40,595	\$41,314	\$42,033	\$42,752	\$43,471	\$44,190	\$44,909	\$45,628	\$46,347	\$47,066	\$47,785	\$48,504	\$49,223	\$49,942
15	\$38,594	\$39,313	\$40,032	\$40,751	\$41,470	\$42,189	\$42,908	\$43,627	\$44,346	\$45,065	\$45,784	\$46,503	\$47,222	\$47,941	\$48,660	\$49,379	\$50,098	\$50,817	\$51,536	\$52,255
16	\$41,074	\$41,793	\$42,512	\$43,231	\$43,950	\$44,669	\$45,388	\$46,107	\$46,826	\$47,545	\$48,264	\$48,983	\$49,702	\$50,421	\$51,140	\$51,859	\$52,578	\$53,297	\$54,016	\$54,735
17	\$43,725	\$44,444	\$45,163	\$45,882	\$46,601	\$47,320	\$48,039	\$48,758	\$49,477	\$50,196	\$50,915	\$51,634	\$52,353	\$53,072	\$53,791	\$54,510	\$55,229	\$55,948	\$56,667	\$57,386
18	\$46,563	\$47,282	\$48,001	\$48,720	\$49,439	\$50,158	\$50,877	\$51,596	\$52,315	\$53,034	\$53,753	\$54,472	\$55,191	\$55,910	\$56,629	\$57,348	\$58,067	\$58,786	\$59,505	\$60,224
19	\$49,638	\$50,357	\$51,076	\$51,795	\$52,514	\$53,233	\$53,952	\$54,671	\$55,390	\$56,109	\$56,828	\$57,547	\$58,266	\$58,985	\$59,704	\$60,423	\$61,142	\$61,861	\$62,580	\$63,299
20	\$52,950	\$53,669	\$54,388	\$55,107	\$55,826	\$56,545	\$57,264	\$57,983	\$58,702	\$59,421	\$60,140	\$60,859	\$61,578	\$62,297	\$63,016	\$63,735	\$64,454	\$65,173	\$65,892	\$66,611
21	\$56,498	\$57,217	\$57,936	\$58,655	\$59,374	\$60,093	\$60,812	\$61,531	\$62,250	\$62,969	\$63,688	\$64,407	\$65,126	\$65,845	\$66,564	\$67,283	\$68,002	\$68,721	\$69,440	\$70,159
22	\$60,290	\$61,009	\$61,728	\$62,447	\$63,166	\$63,885	\$64,604	\$65,323	\$66,042	\$66,761	\$67,480	\$68,199	\$68,918	\$69,637	\$70,356	\$71,075	\$71,794	\$72,513	\$73,232	\$73,951
23	\$64,349	\$65,068	\$65,787	\$66,506	\$67,225	\$67,944	\$68,663	\$69,382	\$70,101	\$70,820	\$71,539	\$72,258	\$72,977	\$73,696	\$74,415	\$75,134	\$75,853	\$76,572	\$77,291	\$78,010
24	\$68,682	\$69,401	\$70,120	\$70,839	\$71,558	\$72,277	\$72,996	\$73,715	\$74,434	\$75,153	\$75,872	\$76,591	\$77,310	\$78,029	\$78,748	\$79,467	\$80,186	\$80,905	\$81,624	\$82,343
25	\$73,341	\$74,060	\$74,779	\$75,498	\$76,217	\$76,936	\$77,655	\$78,374	\$79,093	\$79,812	\$80,531	\$81,250	\$81,969	\$82,688	\$83,407	\$84,126	\$84,845	\$85,564	\$86,283	\$87,002
26	\$78,233	\$78,952	\$79,671	\$80,390	\$81,109	\$81,828	\$82,547	\$83,266	\$83,985	\$84,704	\$85,423	\$86,142	\$86,861	\$87,580	\$88,299	\$89,018	\$89,737	\$90,456	\$91,175	\$91,894

Prepared by the State of Maryland Department of Budget and Management

**Senate Budget and Taxation Committee
Health, Education and Human Resources Subcommittee
Budget Hearing Date: March 4, 2009**

Honorable Haynes

Issue/Request:

Please provide the subcommittee with the estimated costs comparing privatized collections efforts in Baltimore City with State operated collections in Baltimore City.

Department Response:

Below is the estimated cost comparing privatized collections efforts in Baltimore City with State Operated operation. In addition to the 34 existing staff working along side the private vender, an additional 155 new full-time equivalent positions will be required. These estimates are based on maintaining the same location.

Expenditure Category	FY 2010		FY 2011	
	State Operated	Privatized	State Operated	Privatized
Salary and Wages (155 new positions)	8,508,239		8,933,906	
Salary and Wages (34 Existing positions)	2,030,516	2,030,516 (1)	1,313,863	1,313,863
Technical and Special Fees	2,375		2,399	
Communications	178,690		128,937	
Travel	13,649		13,785	
Contractual Services	1,008,311	10,675,089 (2)	1,018,394	10,675,089
Supplies and Material	39,690		40,087	
Equipment - Additional	931,750		-	
Staff Training	25,592		25,848	
Fixed Charges	404,840		408,888	
Less Turnover	(255,247)		(268,017)	
Total	12,888,405	12,705,605	11,618,091	11,988,952

Cost Benefit Analysis FY 2010 - FY 2014

	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
Baltimore City State Operations	12,888,405	11,618,091	11,618,091	11,618,091	11,618,091
Privatization	12,705,605	11,988,952	11,988,952	11,988,952	11,988,952
Deficit/ (Savings)	182,800	(370,862)	(370,862)	(370,862)	(370,862)

Notes:

1. Only 22 of the 34 Current positions will be needed effective FY 2011.
2. Includes cost for Call Center estimated at 269,000 calls a year at \$2.95 per call for a total of \$793,550.

Table 7.02 DHR Forecast Overview 07.02

This is a revised cost analysis that you request via a e-mail on October 22, 2008. It provides an assessment of the impact of returning Queen Anne's County to the State, based on the assumptions that you provided (see attached). Below is a summarization of the impact of returning Queen Anne's County to the State.

Summarization Of The Impact

	FY 2010	FY 2011	FY 2012	FY 2013
Total Salaries, Wages and Fringe Benefits (see Attached)	\$203,372	\$276,559	\$290,838	\$305,907
Technical and Special Fees	2,678	3,641	3,714	3,789
Communications	7,279	8,063	8,224	8,389
Travel	2,899	3,943	4,022	4,102
Contractual Services	3,443	4,682	4,775	4,871
Supplies	803	1,092	1,114	1,137
Equipment - Additional	35,119	-	-	-
Grant, Subsidies, etc...	1,932	2,627	2,680	2,733
Fixed Charges	8,033	10,924	11,143	11,366
Total cost	\$265,558	\$311,531	\$326,510	\$342,294
Estimated Appropriation Target	\$300,527	\$400,702	\$400,702	\$400,702
Saving	\$34,969	\$89,171	\$74,192	\$58,408

Given the fact the appropriation for the Privatization contract has not changed for the past few years, the fiscal impact associated with returning Queen Anne's County to the State in FY 2010 is the estimated appropriation amount less the total cost. Using the proportion of the FY 2008 expenditures vs the appropriation, Queen Anne's County estimated FY 2010 Appropriation Target amount is approximately \$400,702 or \$300,527 for nine months of the FY 2010 baseline. Therefore, there will be savings to the Department of approximately of \$34,969 in total funds in FY 2010 and additional savings thereafter.

Prepared by the Department of Human Resources Department of Budget and Finance