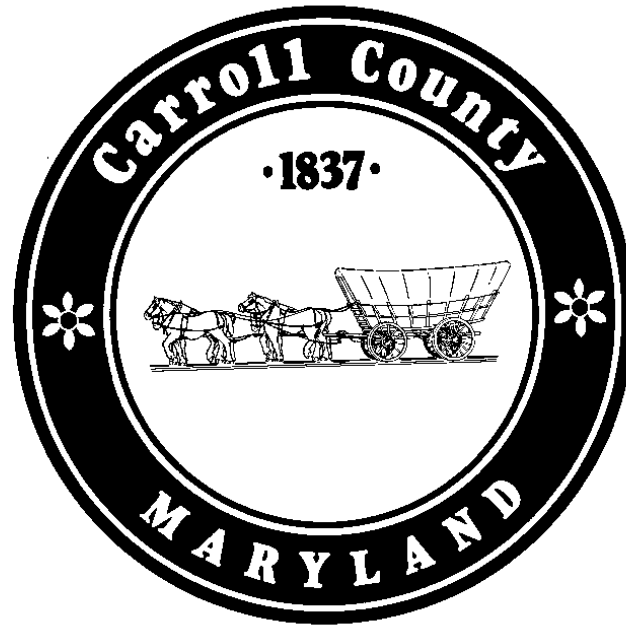


Carroll County Maryland

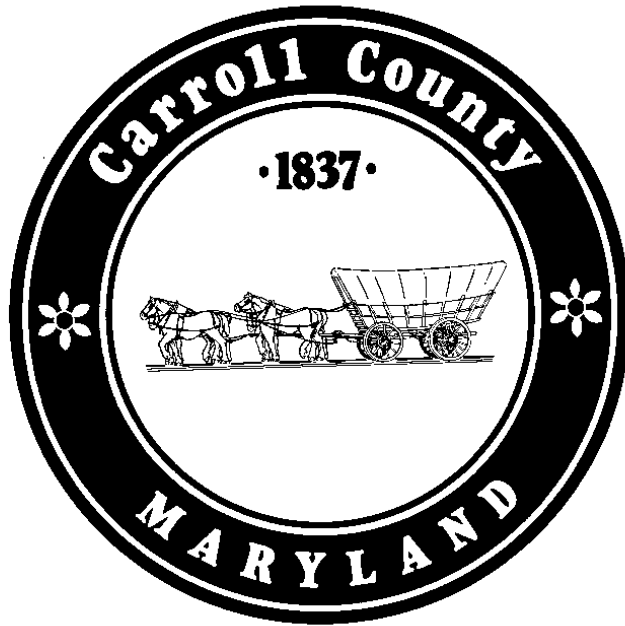


Department of Management & Budget

PROPOSED BUDGET

Operating Budget Fiscal Year 2018
Operating Plan Fiscal Years 2018-2023
And
Capital Budget Fiscal Years 2018-2023

Available online at <http://ccgovernment.carr.org/ccg/budget>



PRODUCED BY

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Special thanks to the staff in Production and Distribution

Accessibility

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Board of County Commissioners

Board of County Commissioners



*C. Richard Weaver
President
District 2*



*Dennis E. Frazier
Vice President
District 3*



*Stephen A. Wantz
Secretary
District 1*



*Richard S. Rothschild
District 4*



*J. Douglas Howard
District 5*

Appointed Officials

*Roberta Windham
County Administrator*

*Robert M. Burk
Comptroller*

*Timothy C. Burke
County Attorney*

*Scott R. Campbell
Director of Public Safety*

*Jeffrey D. Castonguay
Director of Public Works*

*Jeff R. Degitz
Director of Recreation and Parks*

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Director of Land and Resource Management*

*Kimberly L. Frock
Director of Human Resources*

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Director of Comprehensive Planning*

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Director of Citizen Services*

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Director of Economic Development*

*Mark E. Ripper
Director of Technology Services*

*Ted Zaleski, III
Director of Management and Budget*

60th Board of Carroll County Commissioners

The 60th Board of Commissioners for Carroll County was sworn in on Tuesday, December 2, 2014. This is the second Board of Commissioners to represent Carroll County citizens by district.

Board Presents Ten Governing Principles:

The 59th Board instituted the idea of formally adopting Governing Principles in order to give the public a clear understanding of their stance on a broad range of issues. In keeping with this new tradition, the 60th Board has taken the opportunity to update and revise the principles. The principles are as follows:

1. **Smaller, Constitutional Government:** As a matter of principle, this Board of County Commissioners believes our citizens want smaller, less intrusive government; will restructure it accordingly; and encourage private sector solutions and/or partnerships to fulfill community needs whenever possible.
2. **Mandates:** This Board of County Commissioners will work with our State Delegations and the local municipalities to resist unfunded mandates; excessive regulation; and the passing on of additional expenses from the federal or state government.
3. **Term Limits:** This Board of County Commissioners believes it is in the best public interest to have fresh governance from time to time, and will limit board and commission members to a maximum of two consecutive terms where appropriate. Additionally, it is our intention to elect Board of Commissioner officers on an annual basis.
4. **Taxes:** This Board of County Commissioners believes that each dollar paid in taxes, is a dollar taken out of the budgets of Carroll families and businesses. Therefore, this board will make every effort to have the government operate in a restrained and efficient manner in order to provide citizens with the lowest tax rates possible.
5. **Economic Development:** This Board of County Commissioners will support business development consistent with the rural and suburban fabric of our communities. This Board will streamline approval processes; eliminate unnecessary regulation; and promote a business friendly climate.

6. **Affirmation of Our Values:** This Board of County Commissioners will open its meetings with prayer; a moment of silence; followed by the Pledge of Allegiance.
7. **Protection of Individual Property Rights:** This Board believes our citizens have an unalienable right to be secure in their homes, farms and businesses; and will oppose rezoning of privately owned property against the wishes of its owner(s). Protection of property rights will be a goal of this Board in County planning and lawmaking.
8. **Capital Expenditures:** This Board will require comprehensive financial reviews on all future capital expenditures, including close scrutiny of all assumptions; rigorous life cycle cost projections; and early evaluation of feasible alternatives.
9. **Straight Talk & Citizen Participation:** This Board of County Commissioners will use plain language when conversing with constituents and staff. Rules and public notices will be written in layman's terms. This Board will reflect a strong commitment to clear communication and two-way dialogue with citizens when appropriate.
10. **Servant Leadership:** This Board of County Commissioners will lead by example, and discontinue the practice of accepting per diem payments; cars; and other such perks. We will restructure the Commissioners' office appropriately as well.

Budget Message

Fiscal Year 2018 Proposed Budget Summary

The Great Recession – gone, but not forgotten

Although the recession ended years ago, the County still has not fully recovered. During the recession, every significant County revenue declined and even now the only revenue to recover to pre-recession levels is Income Tax. After five years of declining property values in FY 11-15, assessments, and Property Tax revenues, are growing, but growing slowly. Property Tax, the County's largest revenue, is projected to grow 2.4% in FY 18 due to positive reassessments in FY 16 – 18 and new construction. Growth isn't projected to reach 3% until FY 20. Income Tax growth has been reasonable strong, but is still less than historical levels. Unemployment is low, but wage growth has been modest. Carroll's Operating Budget has averaged just 1.4% annually growth since FY 09, though it has been 2.7% over the last 3 years.

The Total Budget

The Operating Budget, or General Fund, gets most of the attention, but the County Budget includes thirteen funds. The All Funds budget is \$577.1M, an increase of \$74.3M, or 14.8%, from FY 17. There are changes to every fund, but the increase is driven primarily by one-time capital projects of \$44.3M in Enterprise Funds including the Airport, Water and Sewer, Fiber Network, and Septage facility. The Airport Runway Extension project increases by \$38.0M and is 95% funded by the Federal and Maryland Aviation Administration. The Capital Fund increases \$16.2M from FY 17 primarily due to construction of additional phases of the public safety training center and building renovations to the recently closed County schools, North Carroll High and Charles Carroll Elementary, for administrative and community use.

The Operating Budget

The FY 18 Operating Budget is \$399.8M, an \$11.4M, or 2.9%, increase over FY 17. The increase in ongoing revenue is driven by growth in the County's three largest revenues, Property Tax, Income Tax, and Recordation Tax and use of prior year surplus for one-time expenditures.

Limited revenue growth means limited opportunity to improve services and sometimes to even maintain services. Adopting a budget requires a series of choices between competing needs and priorities. Commissioner choices in the FY 18 Budget and FY 18-23 Operating Plan include:

- \$2.0M additional funding in FY 19 for Carroll County Public Schools
- \$4.5M for modifications to North Carroll High for the Board of Education Headquarters
- \$0.6M increase to Carroll Community College to fund salary increases
- \$0.35M annually from FY 18 – 22 to match a fund-raising effort to fund Carroll Community College technology
- \$20,000 one-time to provide the same 25% tuition discount for private/home school students who are dual enrolled at Carroll Community College that is currently mandated for public school students

- \$0.6M one-time funds to match a fund-raising effort and \$43,000 ongoing for Westminster Library Basement project
- \$0.1M increase to Circuit Court for an increase in Bailiff hourly pay rate
- \$0.4M increase to Carroll County Sheriff's Office to fund an ongoing change in the Correctional Deputy pension plan and purchase of Tasers to fully equip the force
- \$1.5M for modifications to North Carroll High for a Sheriff's Office
- \$0.1M ongoing for an additional Drug Treatment and Education Liaison position for the State's Attorney
- \$6.0M for modifications to the Winchester Building to house the Offices of the Sheriff and State's Attorney
- \$0.3M one-time to Volunteer Emergency Services Association (VESA) to fund a reserve ambulance and Self-Contained Breathing Apparatus
- \$0.9M one-time for replacement of the 911 computer-aided dispatch, records management, and reporting software
- \$0.1M ongoing for a Public Safety Emergency Communication Systems Analyst position
- \$32,350 one-time for a wide area network to connect the fire companies and Public Safety Training Center
- \$25,000 one-time contribution to University of Maryland Shock Trauma
- \$25,000 one-time for HVAC/lighting replacement for Change, Inc.
- \$5,010 ongoing for Arc and Target
- \$50,000 ongoing for trail development
- \$16,000 ongoing to extend the Piney Run park season by two months
- \$3.5M one-time to demolish Charles Carroll Elementary and replace with a new gym and community rooms
- \$0.5M one-time to match fund-raising efforts for an artificial turf field at the North Carroll High stadium
- \$5,000 one-time for digitizing the Historical Society collection
- \$50,000 one-time increase for Union Mills Homestead structural renovations
- \$332,200 one-time for park parking lots
- \$40,000 one-time for video inspection equipment for Public Works
- \$1.0M one-time for State transportation projects
- \$1.0M one-time for expansion of the broadband network for business access
- \$0.5M ongoing and \$0.2M one-time for new positions in FY 18
- \$0.25M ongoing for County technology
- \$50,000 one-time for the County website
- \$30,000 one-time for the promotion of the County
- \$10,000 one-time for Celebrating America display at North Carroll High

Balancing the Plan

Although some one-time and short-term funding was used to balance FY 18-20, it is important to note that it was done within context of our balanced Operating Plan. Few jurisdictions build multi-year budget plans that are balanced for all years. Carroll County uses a six-year operating plan to capture future year impacts and the sustainability of current year actions. The Board of County Commissioners made the decisions necessary to balance all years in the FY 18-23 Plan. Below are the bottom lines of the FY 18-23 Operating Plan.

Millions	FY 18	FY 19	FY 20	FY 21	FY 22	FY 23
Revenues	\$399.8	\$409.9	\$418.7	\$434.3	\$452.2	\$469.3
Expenditures	399.8	409.6	418.1	433.9	449.9	464.9
Balance	\$0.0	\$0.3	\$0.6	\$0.4	\$2.3	\$4.4
% of Budget	0.0%	0.1%	0.2%	0.1%	0.5%	0.9%

County Highlights

Even after numerous years of troubled economic conditions and modest revenue growth, the County has many good things to talk about:

- Carroll County Public Schools continues to be among the most highly ranked systems in the highly ranked State of Maryland.
- Carroll County Public Library continues to have one of the highest circulation rates per capita in the State.
- Significant business and employment developments are progressing, creating the potential for high-quality job opportunities.
- More than 69,000 acres are under permanent easement in our Agricultural Land Preservation programs, supporting agribusiness and maintaining our rural heritage while avoiding the costs of services and infrastructure to serve residential development.
- Carroll continues to be highly rated by the credit rating agencies with two AAA and one AA+ rating. We continue to see strong demand for our bonds.

Stay Informed

The Commissioners continue to make their actions available for review and participation by the public. You can follow the budget, and other actions and discussions, through:

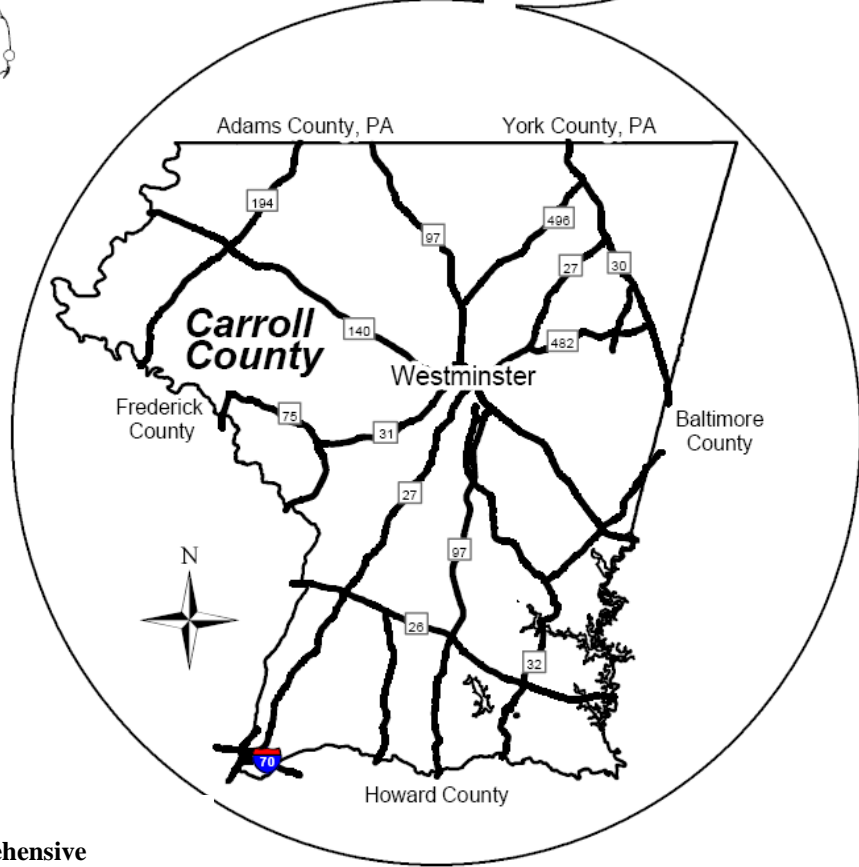
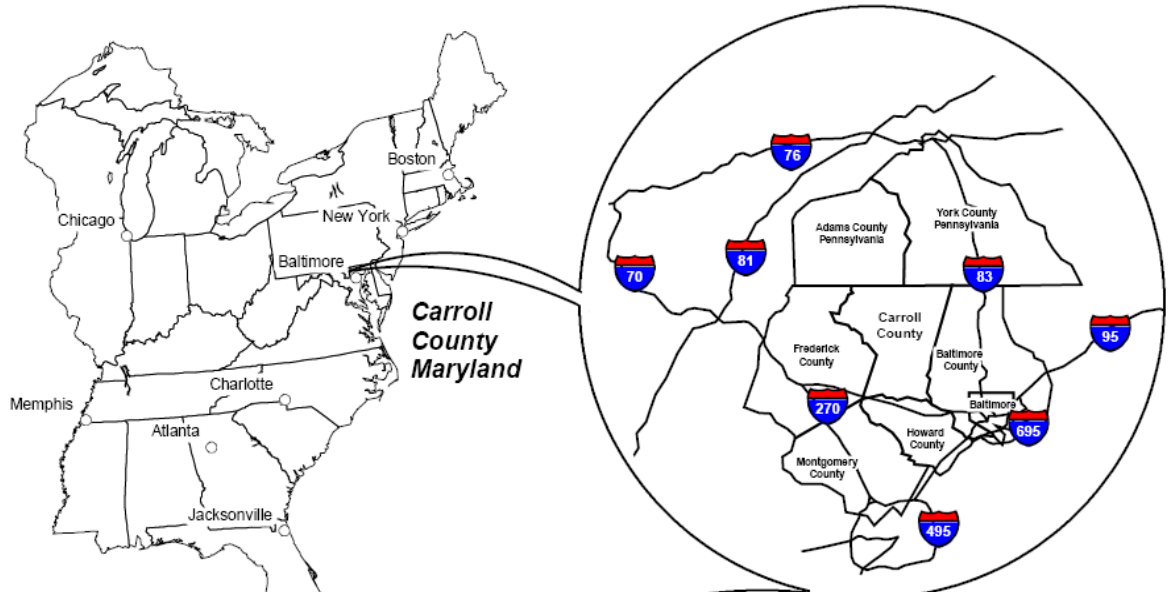
- Cable Channel 24 broadcasts
- A video archive of public meetings on the website
- County Connections, the Commissioners' monthly newsletter, available on the County website
- A website with an abundance of information, including the detail of the Budget
- Automatic emails to provide updates on changes that appear on the website
- Regular community meetings
- A Commissioner radio report broadcast live on WTTR on Sunday mornings and available on the County website

All of the FY 18 budget sessions, from the first Budget Overview to the Adoption of the Budget, were open to the public and appeared on the local government channel. These videos remain available on the County website. Thank you for your interest in the Commissioners' budget.

Ted Zaleski
Director,
Management and Budget

General Information

Geography/Demographics of Carroll County, Maryland



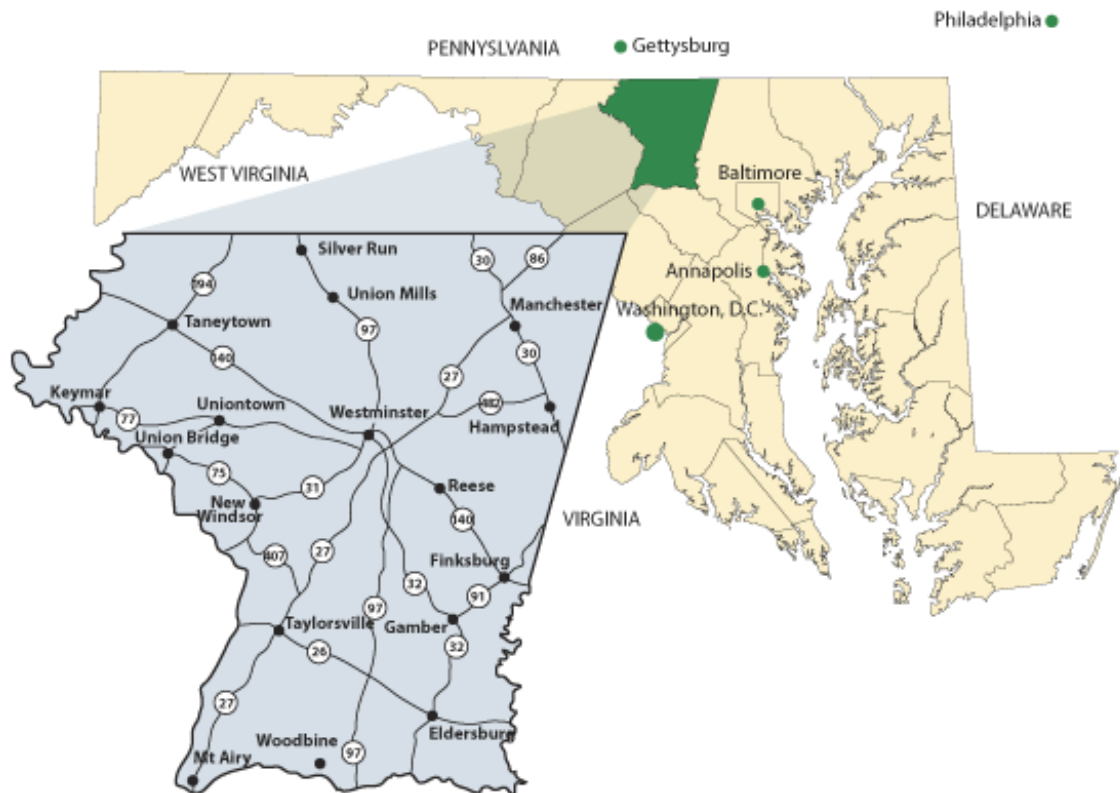
As of March 2017

Population:	173,332
Households:	64,481
Square Miles:	452
Persons Per Sq. Mile	383

Source: U.S. Census Bureau,
Carroll County Department of Comprehensive
Planning

History

Carroll County was created in 1837 from parts of Baltimore and Frederick Counties. The County was named for Charles Carroll of Carrollton. Carroll was a Marylander and the last surviving signer of the Declaration of Independence. He died in 1832 at the age of 95. During the American Civil War, the population of Carroll County was sharply divided between supporters of the Union and the Confederacy. In 1863, there were historic troop movements through the County as part of the Gettysburg campaign. On June 29, 1863, the cavalry battle of Corbit's Charge was fought in the streets of Westminster. This would later be recognized as a contributing factor in the eventual defeat of Robert E. Lee's army at Gettysburg.



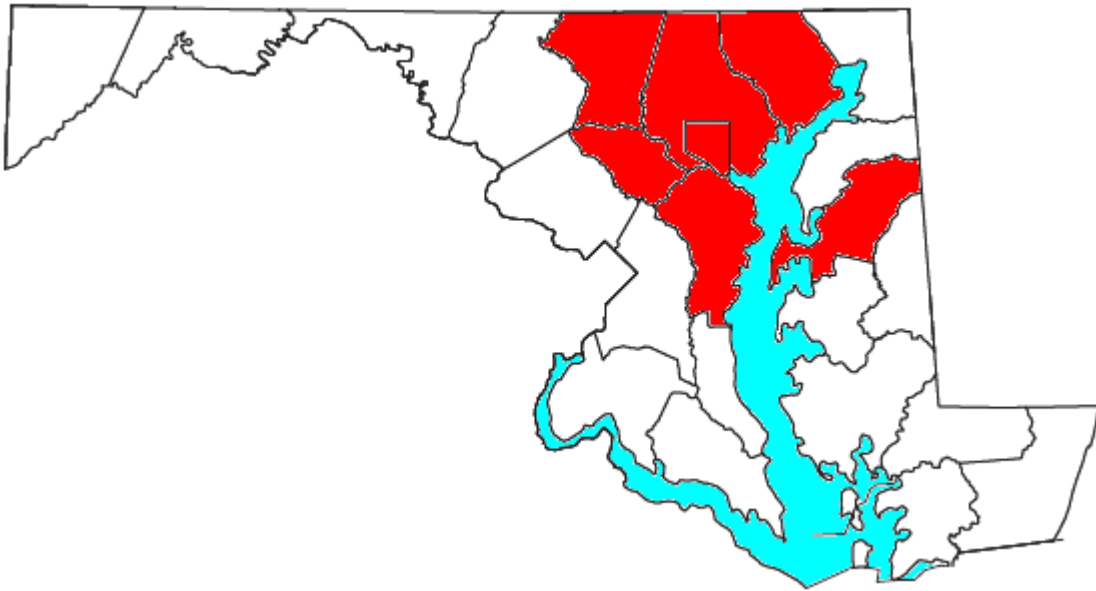
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Today

Carroll County is bordered on the north by the Mason-Dixon Line. The Patapsco River forms the southern border and Liberty Reservoir forms part of the eastern border. Carroll County is bordered on the west by the Monocacy River and Sams Creek. Carroll has eight incorporated municipalities: Taneytown, Hampstead, Manchester, Mount Airy, New Windsor, Sykesville, Union Bridge, and Westminster, the County Seat.

Carroll County is located within the Baltimore–Columbia–Towson Metropolitan Statistical Area, which has over 2.7 million people. Located in the heart of the Mid-Atlantic, the area also includes Baltimore City, Anne Arundel County, Baltimore County, Harford County, Howard County, and Queen Anne’s County.



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The Carroll County Seal

The Carroll County Seal was established in the minutes of the Commissioners of Tax for Carroll County on June 5, 1837, and became the County's official seal on July 1, 1977. The seal consists of "three concentric circles, with the inscription 'Carroll County Maryland' inserted between the inner and middle circles also having two stylized six-leaved blossoms located, one each, on opposite sides of the same space between the inner and middle circle, also within the inner circle is a replica of the four-horse freight wagon with the year 1837 imposed above the wagon." When legislation was enacted, effective July 1, 1977, there was no mention of colors for the seal, although the colors used are red, white, blue, and brown.



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Attractions

Carroll County Farm Museum

The Carroll County Farm Museum presents rural life as it was in the 19th century. In addition to the main house, built in 1852, the 140-acre museum includes barns, a smokehouse, springhouse, blacksmith shop, craftsmen's workshops, and exhibit areas that contain an



abundance of early farm memorabilia. Farm animals add to the authenticity of the setting. Rental facilities are available for meetings, company picnics, family reunions, weddings, and receptions. For more information on the Farm Museum, refer to:

<http://ccgovernment.carr.org/ccg/farmmus/default.asp>.

Historical Society of Carroll County

The Historical Society of Carroll County, founded in 1939, owns three historic properties on East Main Street in Westminster. The 1807 Sherman-Fisher-Shellman house is furnished to interpret the lives of the first owner, Jacob Sherman, and his family who lived in the house from 1807-1842. The adjacent Kimmey House is home to the Shriver-Weybright Gallery where exhibits detail the history of Carroll County and its residents. Cockey's Tavern provides an



expanded museum shop, public programming space, and the tourist information center. For more information on the Historical Society of Carroll County, refer to: <http://hsccmd.org/>.

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Strawbridge Shrine

In the Wakefield Valley/New Windsor area of Carroll County, Robert Strawbridge formed the first Methodist class in America and built the first log meeting house around 1763. Although without official sanction, American Methodists first received Baptism and Holy Communion by his hand. The Strawbridge House was designated a National Methodist Shrine by the General Conference of 1940, and was purchased by the Strawbridge Shrine Association in 1973.

Today the Strawbridge House and farm, along with John Evans Meeting House Replica, are available for tours. For more information on the Strawbridge Shrine, refer to: <http://www.strawbridgeshrine.org>



Sykesville Colored Schoolhouse

The Sykesville Colored Schoolhouse was built between July and December 1903 at a cost of \$530.50. Between January 1904 and May 1938, it was a one-room schoolhouse managed by local community trustees for children of the surrounding black community from both sides of the Patapsco River during the days of segregation. This historic schoolhouse has been restored and furnished to its 1904 appearance. For more information on the Sykesville Colored Schoolhouse, refer to:

http://sykesville.exploremd.us/tourism/attractions/sykesville_colored_schoolhouse/



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Sykesville Gate House Museum

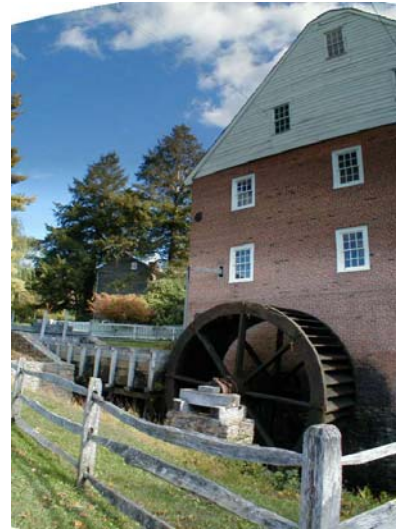


The Sykesville Gate House Museum strives to interpret the abundant history of the Town of Sykesville and its surrounding communities through its collections, exhibits, and special events. Historic home and architectural enthusiasts may opt to take the guided tour of the building's other purpose – home to Springfield Hospital Center employees from 1904 until the late 1980s. For more information on the Sykesville Gate House Museum, refer to:

http://sykesville.exploremd.us/tourism/attractions/sykesville_gate_house_museum/

Union Mills Homestead and Grist Mill

The Union Mills Homestead began in 1797 when David and Andrew Shriver purchased a large tract of land along the Big Pipe Creek. The site was perfect for the enterprises that the Shriver brothers hoped to start. The Big Pipe Creek provided an excellent source of water for a mill, the fertile valley was good farmland, and the surrounding rolling hills contained heavy stands of black oak, which could furnish tanbark for a tannery. Soon the brothers entered into a contract with Frederick County millwright, John Mong, to construct a set of mills: a grist mill and a saw mill. While the Grist Mill and Saw Mill were under construction, David and Andrew Shriver also started the main part of the house. To these early endeavors, the brothers added a tannery, cooper shop, and a blacksmith's shop. Now David and Andrew truly had the beginning of an early industrial park. The growing enterprises soon took the name “Union Mills” because of the partnership of the two brothers and their various businesses. The small settlement that grew around the Homestead also became known as Union Mills. For more information on the Union Mills Homestead, refer to: www.unionmills.org.



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Carroll Arts Center

The Carroll County Arts Council, in partnership with the City of Westminster, transformed this 1937 art deco Carroll Theatre into a multi-purpose community arts center. Opened in April of 2003, the renovated facility includes a 263-seat theatre, two well-equipped art classrooms, and two large art galleries. The Carroll Arts Center offers a wealth of cultural opportunities, including musical concerts, lectures, film, dramatic productions, art exhibits, classes, and camps. For more information on the Carroll Arts Center, refer to: <http://carrollcountyartscouncil.org/>.



Piney Run Park



Piney Run Park, opened in 1974, features a 300-acre lake as its centerpiece and provides multiple recreational activities such as fishing, boating, boat rentals, and park-sponsored fishing tournaments. The lake is surrounded by 550 acres of fields, forest, and open spaces containing over five miles of hiking trails, tennis courts, playgrounds, a climbing rock, picnic tables, and comfort stations. The Piney Run Nature Center, Yurt, and six pavilions, available to rent during open season, are all located near the main entrance accessed off of White Rock Road. For more information on Piney Run Park, refer to: <http://ccgovernment.carr.org/ccg/recpark/pineyrun/>.

Hashawha Environmental Center

Hashawha is located in northern Carroll County off Route 97 North. Facilities at Hashawha include an administration building with meeting rooms, a dining hall, and a trail-lined wetlands area. Bear Branch Nature Center is located next to Hashawha Environmental Center. This facility provides nature study and environmental education to all visitors. For more information on the Hashawha Environmental Center, refer to:

<http://ccgovernment.carr.org/ccg/recpark/hashawha/>



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How Carroll County Government Operates

In Maryland, county governments may be organized as charter counties, code counties, or non-home-rule counties, and all act under limitations legislated by the State government. Carroll is a non-home-rule county governed by an elected five-member Board of County Commissioners, where each member is allowed one vote and they elect their own officers. The Board exercises the powers conferred upon it by the General Assembly of Maryland, including authorization to issue debt to finance capital projects.

The County Commissioners are elected for four-year terms (non-presidential election years). Each Commissioner is elected by district, with Carroll County divided by voting population into five districts. All County Commissioners must live within Carroll County and be a resident within their elected district.

Among the Commissioners' duties are: establishing policy, adopting the operating and capital budgets, setting the tax rate, levying and collecting taxes, appointing commissions and boards, approving ordinances and resolutions, and recommending legislation to the State Delegation. Positions at the cabinet level are appointed by the Board of Commissioners. These positions represent the top level of management for Carroll County who report directly to the Board. The Commissioners also appoint residents to various County advisory boards that make policy recommendations. In addition, the County Commissioners purchase and maintain County property, approve road construction and maintenance, and serve as the County's chief elected officials in dealing with other counties, the State, and Federal governments.

The Board of County Commissioners approves the County operating and capital budgets after each agency submits its requests and after a public hearing has been conducted. The budget ordinance must be adopted before June 1.

Federal and State funds contribute a percentage of the cost of education, social services, health-related activities, aging programs, emergency services, agricultural extension services, and other programs.

Carroll County's eight incorporated municipalities function as autonomous units of local government. They are Hampstead, Manchester, Mt. Airy, New Windsor, Sykesville, Taneytown, Union Bridge, and Westminster. The towns provide vital services, operate their own water and sewer systems (with the exception of Hampstead and Sykesville), and provide police protection (with the exception of Union Bridge.) The municipalities derive operating revenues from water/sewer user fees, town taxes (rates are set by the councils under State guidelines), and fees for miscellaneous permits and assessments.

The Budget Process

The budget has several major purposes. It focuses the County's long-range plans and policies on services and programs, serves as a vehicle to communicate these plans to the public, details the costs of County services and programs, and outlines the revenues (taxes and fees) that support the County's services, including the rate of taxation for the coming fiscal year. Once the budget has been adopted by the Board of County Commissioners, it becomes a work plan of objectives to be accomplished during the next fiscal year.

Departments are accountable for budgetary control throughout the fiscal year. The Department of Management and Budget (DMB) examines expenditure patterns, compares the patterns to budget plans, and initiates corrective action, if necessary, during the fiscal year.

The budget development process begins with revenue projections for the County for the upcoming fiscal year and the following five years. These revenue estimates will determine how much money is available to provide government services, including education, public safety, public facilities, community services, and other functions of government.

For the capital process, direction for preparation is sent out in July. Requests are then submitted in September to the Budget office.

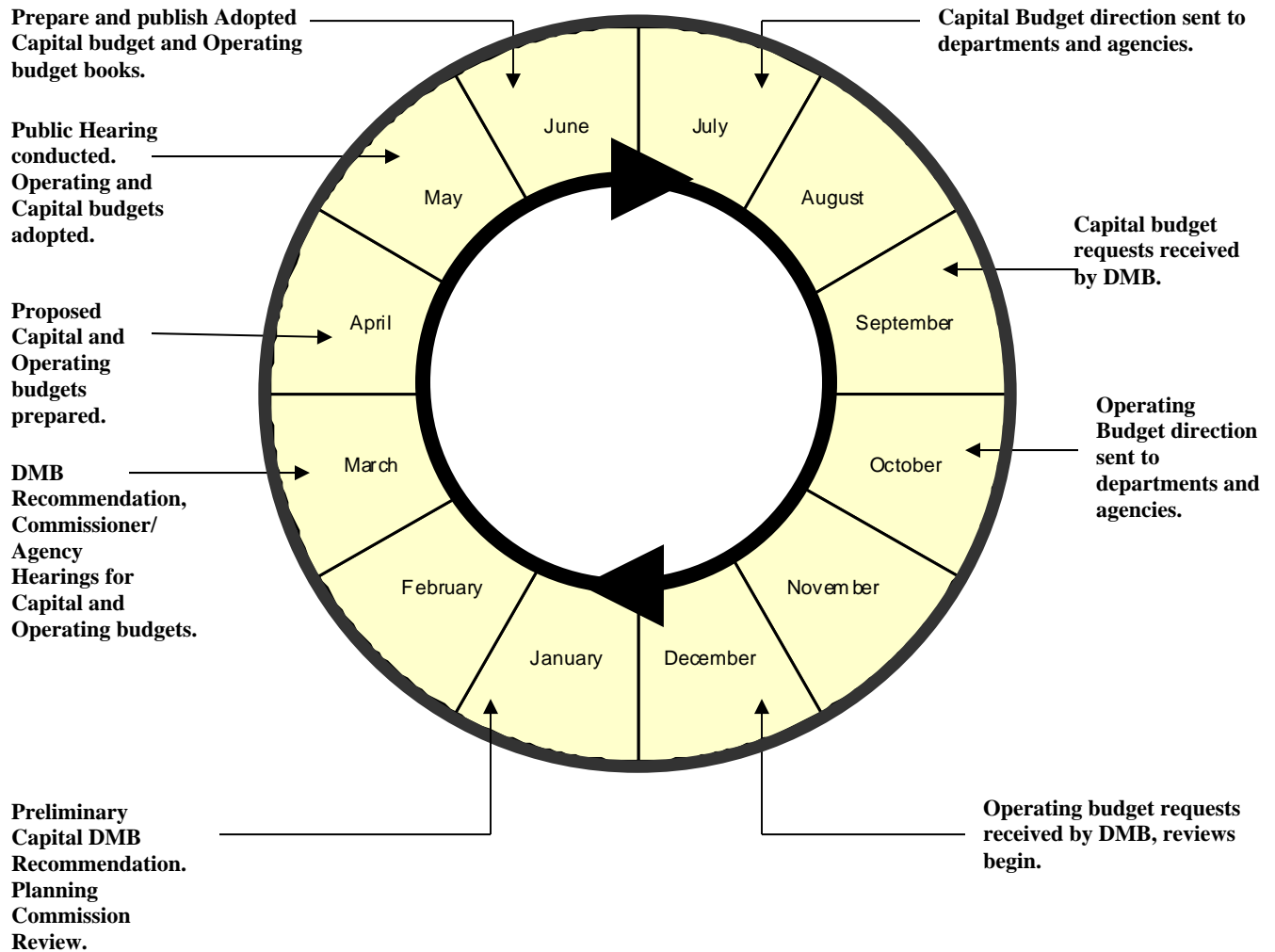
The Department of Management and Budget then prepares the preliminary recommended capital budget for the ensuing fiscal year and the next five fiscal years to present to the Planning and Zoning Commission for review and recommendation. The Commissioners, with the assistance of the Budget office, consider these recommendations in developing their capital budget.

The operating process begins by sending out the budget package in October. Requests are submitted to the Budget office in December. In March, the Department of Management and Budget presents the recommended budget (Operating and Capital) and the agency hearings occur. Not later than sixty days prior to the end of the fiscal year, the County Commissioners announce their Proposed Budget for the ensuing fiscal year for public review and discussion. A public hearing is held in May on the Proposed Budget along with the current tax levy. A 10-day waiting period is held for public comment.

The Annual Budget and Appropriation Ordinance must be adopted on or before the first day of the last month of the fiscal year currently ending. After the budget is adopted, at least six copies of the detailed budget are reproduced to be kept available for public inspection. By the last day of June, each of the six libraries will contain the Adopted Operating and Capital budget books.

The Budget Process

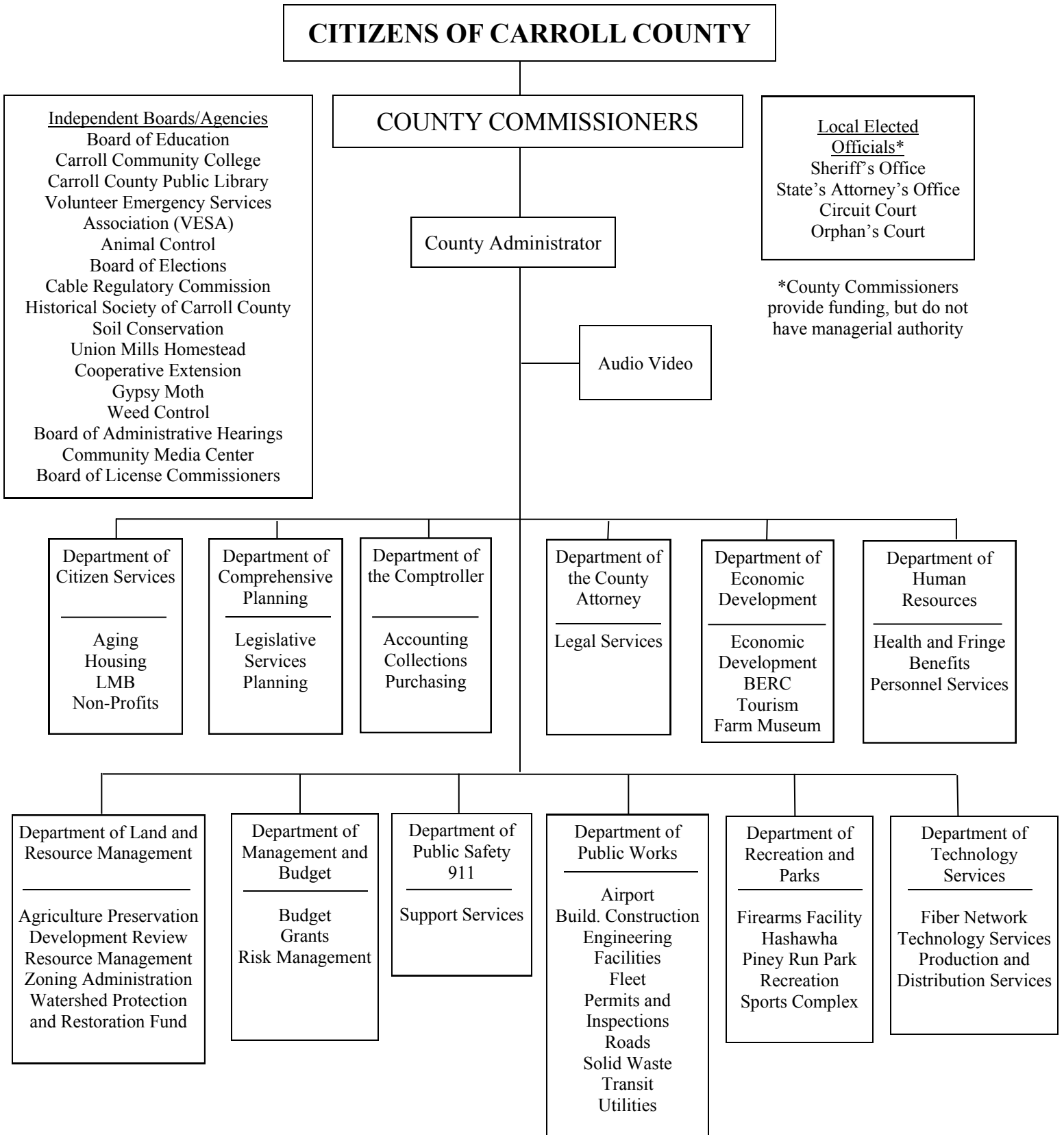
The following diagram illustrates the budget phases which span the fiscal year that begins July 1.



Once the Budget is adopted, transfers within a fund can be made with the appropriate approval but the total Budget cannot be increased or decreased without a public hearing.

CARROLL COUNTY GOVERNMENT

Organizational Chart



Other Planning Processes Links

Other County planning processes have an impact on how Carroll County Government develops operating and capital budgets. The planning process that has the most impact on the budget is the twenty-year County Comprehensive Plan, or Master Plan. The Department of Comprehensive Planning is responsible for developing and implementing the County Master Plan. Functions of the department include Community Investment Plan review, site selection, and land banking for future schools, roads, and other public facilities.

The Department of Comprehensive Planning is responsible for comprehensive, county-wide master planning. Land use plans are made and implemented working with the Carroll County Planning and Zoning Commission authorized under the Land Use Article. The several functions within Carroll County are designed to assure County projects and programs conform to the County Master Plan, that current and long-range County planning serve to implement the Plan, and that land use and policy decisions are in accordance with the Plan. Among the ways the Department fulfills this function are: water and sewer master planning, comprehensive planning for the County and incorporated towns and other functional plans for the county, major street and road planning, and the town/county liaison planners.

Enterprise functions, such as water and sewer, solid waste management, and airport operations also develop long-term plans for handling future growth projections. Other planning functions include commercial/industrial building design expectations, land preservation, parks, and hazard mitigation.

Below are links to County websites for planning processes:

Adopted 2014 Carroll County Master Plan

<http://ccgovernment.carr.org/ccg/compplanning/MasterPlan/2014/>

Carroll County Water and Sewer Master (MDE Approved)

<http://ccgovernment.carr.org/ccg/compplanning/Functional/WaterSewer/>

Water and Sewerage Master Plan – Amendments

<http://ccgovernment.carr.org/ccg/compplanning/Functional/WaterSewer/Amendments.aspx>

Water Resource Element

<http://ccgovernment.carr.org/ccg/compplanning/Functional/WRE.aspx>

Freedom Community Comprehensive Plan

<http://ccgovernment.carr.org/ccg/compplanning/Community/Freedom.aspx>

Hampstead Community Comprehensive Plan

<http://ccgovernment.carr.org/ccg/compplanning/Municipal/Hampstead.pdf>

Manchester and Environs Comprehensive Plan

<http://ccgovernment.carr.org/ccg/compplanning/Municipal/Manchester.pdf>

Mount Airy Environs Community Comprehensive Plan

<http://ccgovernment.carr.org/ccg/compplanning/Community/MtAiry.aspx>

New Windsor Community Comprehensive Plan

<http://ccgovernment.carr.org/ccg/compplanning/Municipal/NewWindsor.pdf>

Westminster Environs Community Comprehensive Plan

<http://ccgovernment.carr.org/ccg/compplanning/Community/Westminster.aspx>

Finksburg Corridor Plan

<http://ccgovernment.carr.org/ccg/compplanning/Community/Finksburg.aspx>

Taneytown Community Comprehensive Plan

http://www.taneytown.org/document_center/Residents/Documents/Taneytown%20Comprehensive%20Plan%202010/2010-Taneytown-Comprehensive-Plan_adoptedID319.pdf

Union Bridge Community Comprehensive Plan

<http://ccgovernment.carr.org/ccg/compplanning/Municipal/UnionBridge.pdf>

2012 Land Preservation, Parks & Recreation Plan

<http://ccgovernment.carr.org/ccg/compplanning/Functional/Parks.aspx>

Hazard Mitigation

<http://ccgovernment.carr.org/ccg/emermang/docs/HazardMitigationPlan2013.pdf?x=1488921580645>

Emergency Operations Plan

<http://ccgovernment.carr.org/ccg/pubsafe/eop2007.pdf>

Ten Year Solid Waste Management Plan

<http://ccgovernment.carr.org/ccg/pubworks/swmp/>

Reading a Typical Budget Page

Previous year actual expenditures

Current Budget as adopted by the Board of County Commissioners in May

Current Budget, including mid-year adjustments, annualized for comparison purposes

The Board of County Commissioner's budget for next fiscal year

CCAIC

Shows budget of the department by type of expenditure

Shows budget without payroll taxes, pension, and OPEB benefits

Total full-time equivalent positions in the agency/bureau

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$97,119	\$95,490	\$95,660	\$99,490	4.19%	4.00%
Benefits	65,551	26,090	29,430	30,780	17.98%	4.59%
Operating	20,730	23,220	23,220	23,390	0.73%	0.73%
Capital	389	0	0	0	0.00%	0.00%
Total	\$183,790	\$144,800	\$148,310	\$153,660	6.12%	3.61%
Total Without Benefits	\$118,238	\$118,710	\$118,880	\$122,880	3.51%	3.36%
Employees FTE	2.00	2.00	2.00	2.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

James DeWees, Sheriff (410) 386-2900
Heidi K. Pepin, Management and Budget Project Coordinator (410) 386-2082

Mission and Goals

The Carroll County Advocacy and Investigation Center (CCAIC) is committed to reducing the trauma to children and adult citizens of Carroll County who have been abused. CCAIC investigates allegations of sexual abuse and sexual assault, assesses and protects the victim, and provides resources for the victim and the victim's family/guardian.

Goals include:

- Provide intervention and team collaboration to minimize potential trauma to children and adults
- Increase public awareness of the signs and impact of abuse
- Educate and support the family to enable them to provide and maintain a safe and nurturing environment
- Obtain sufficient evidence for successful prosecution of child abuse cases
- Provide prompt intervention for appropriate medical and specialized therapeutic services

Description

The unit is comprised of a wide range of agencies and organizations. It is represented by members of the Maryland State Police, the State's Attorney's Office, the Sheriff's Office, the Department of Social Services, the Westminster City Police, and Family and Children's Services. These agencies, along with the Carroll County Health Department, Carroll Hospital Center, and the Rape Crisis Intervention Center, are all organized to work together from a victim advocacy perspective.

The budget document presents, in a standardized format, the operating budget for each department. The typical budget page describes the functions and goals of the organization, actual and planned expenditures over a three-year period, and major highlights and changes in the new budget.

*An explanation of full-time equivalent positions is located in the Glossary.

Budget Changes

A 4.0% salary increase is included in FY 18.

Total County Funding

Department	Estimated Cost
CC Advocacy and Investigation Center	\$153,660
Health Benefits	35,000
Technology Support	600
Fleet	3,000
Total	\$192,260

Significant changes from the prior year budget

*Financial, Demographic and Economic
Information and Policies*

Description and Structure of Funds

A fund is a grouping of related accounts used to maintain control over resources that have been segregated for specific activities or objectives. Carroll uses the following governmental funds:

The ***General Fund*** is used to account for all financial resources except those required to be accounted for in another fund.

Revenue for the general fund is generated by taxes such as property, income, and recordation, which account for most (80-90%) of the total revenue. Expenditures for public schools, general government, public safety, roads, bridges, parks, library, and community college account for most of the annually appropriated budgets.

The ***Capital Projects Fund*** is used to account for financial resources related to the acquisition or construction of major capital facilities of the County Commissioners (other than those financed by proprietary funds). A capital project is generally non-recurring in nature. It may include the purchase of land, site development, engineering and design fees, construction, and equipment. Capital projects produce assets with useful lives longer than one year.

Revenue sources for capital projects can include the issue of bonds (long-term debt), general fund dollars, federal or state grants, developer Impact Fees, and, to a lesser degree, contributions from other funds and donations from other sources.

The ***Special Revenue Funds*** are used to account for the proceeds of specific revenue sources that are restricted to expenditures for specific purposes. The County uses this fund type for Hotel Tax used for tourism and promotion of the County, and for the Watershed Protection and Restoration Fund which provides stormwater management and compliance with the County's National Pollutant Discharge Elimination System permit.

The ***Proprietary Funds*** are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is that the cost of providing goods or services on a continuing basis be financed or recovered primarily through user charges.

Carroll uses the following ***Proprietary Funds***:

Enterprise Funds:

The ***Bureau of Utilities*** provides water and sewer services in several areas within the County. This fund accounts for the operations of the water and sewer facilities.

The ***Solid Waste Enterprise Fund*** provides solid waste disposal facilities for residential and commercial use. This fund accounts for the operations of landfill facilities.

The *Airport Enterprise Fund* accounts for airport operations and the corporate hangar facilities.

The *Septage Enterprise Fund* provides septage waste disposal services. This fund accounts for the operations of treatment facilities.

The *Firearms Enterprise Fund* accounts for the operations of the Hap Baker Firearms Facility located at the Northern Landfill.

The *Fiber Network Enterprise Fund* accounts for the operation and infrastructure development of the Carroll County Fiber Network.

The *Internal Service Funds* are used to account for certain risk financing activities. The costs of self-insuring medical coverage for the County are accumulated in this fund. In addition, the funds account for losses relating to the deductibles from property and liability claims filed against the County, as well as workers compensation claims.

The *Fiduciary Funds* are used to account for resources held for the benefit of parties outside the government.

Carroll uses the following *Fiduciary Funds*:

Trust Funds:

The *Pension Trust Fund* was established during FY 04 to account for the activities of the Carroll County Employee Retirement Plan, which accumulates resources for pension benefit payments to qualified employees.

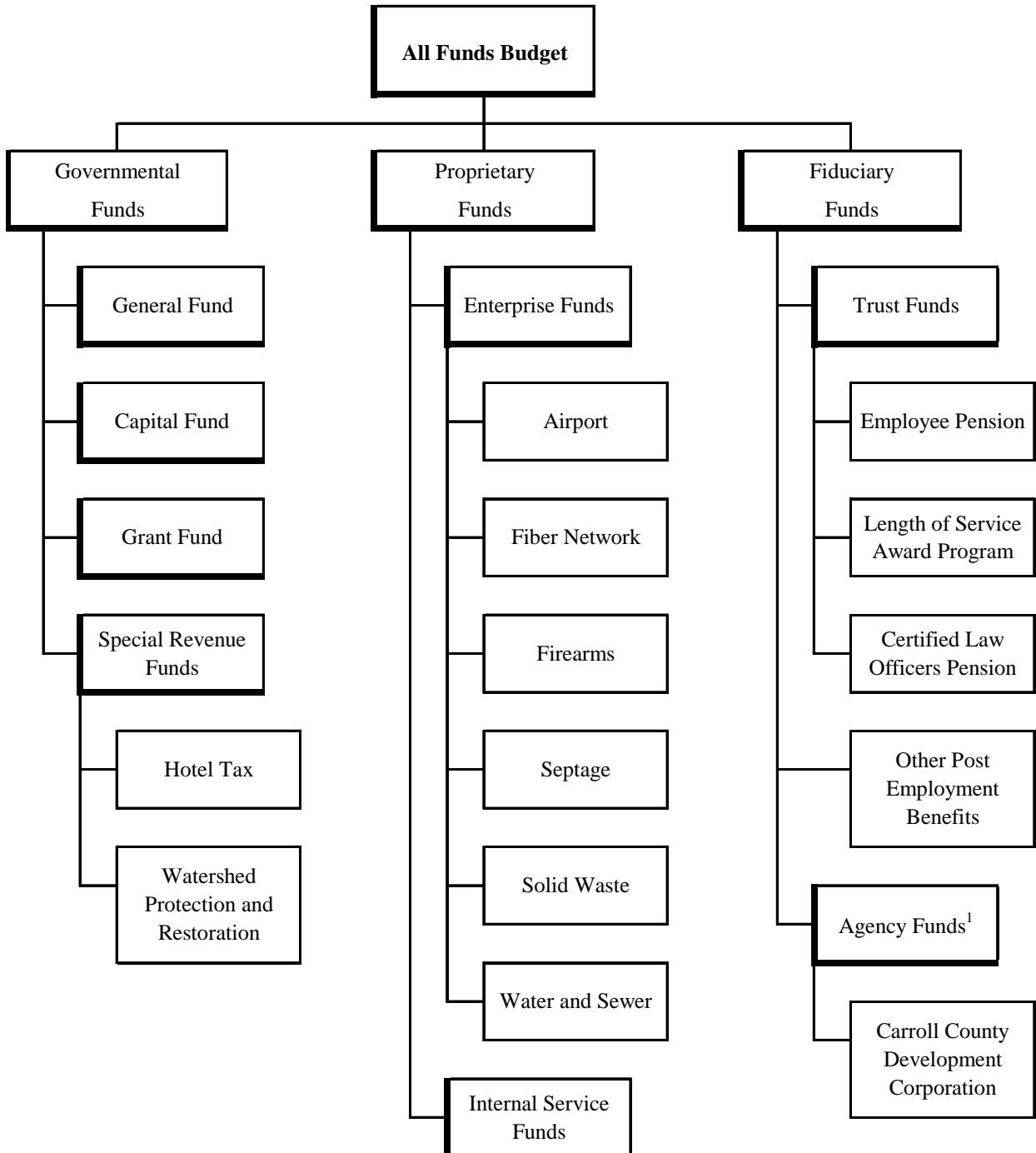
The *Length of Service Award Program (LOSAP) Fund* was established during FY 04 to account for the pension system for the volunteer fire personnel serving the various independent volunteer fire companies in the County.

The *Certified Law Officers Pension Trust* was established during FY 10 to hold assets of the Carroll County Certified Law Officers Pension Plan. The assets in the Trust are invested to provide funding for the payment of future pension plan benefits for eligible certified law officers of the Carroll County Sheriff's Office.

The *Other Post Employment Benefits (OPEB) Fund* was established in FY 07 to accumulate resources for medical benefits for retirees.

The *Agency Fund* is used to account for assets that the County holds on behalf of others as their agent. The Agency fund is custodial in nature and does not involve measurement of results of operations. Only the assets and liabilities of the Agency fund are accounted for on the accrual basis of accounting. This fund accounts for the transactions for Economic Development receivables collected by the County on behalf of a local nonprofit corporation.

Carroll County Fund Structure



¹All funds are appropriated except for Agency Fund, which is included in the audited financial statements.

Long-Term Financial Policies

Carroll County Government uses a set of guidelines in the development of the annual budget. The goal of the Commissioners is to develop an annual budget that provides high-quality services and infrastructure to the citizens of Carroll County while maintaining financial stability. The financial guidelines are listed below:

Balanced Budget

The County will adopt a balanced budget on a fund basis. A balanced budget is achieved when revenues plus use of fund balance equals expenditures. All funds are balanced except for the pension fund. The pension fund states employee pension assets and liabilities and is reported in the County's Audited Financial Statements.

Basis of Budgeting

The basis of budgeting, as well as the basis of accounting, is tied directly to an entity's measurement focus of revenues and expenses (expenditures). Carroll County uses the same measurement focus when preparing budgets as accounting does when preparing its financial statements. Funds that focus on current financial resources, primarily governmental funds, use the modified accrual basis of accounting. Revenues are recognized when earned, but only to the extent they are available, and expenditures are recognized when due. Funds that focus on total economic resources, primarily proprietary, pension trust, and internal service funds, use the accrual basis of accounting. Revenues are recognized as soon as they are earned and expenses are recognized as soon as a liability is incurred, regardless of the timing of related cash inflows or outflows.

- The County budgets the following funds using the modified accrual basis of accounting:
 - General Fund
 - Capital Fund
 - Special Revenue Fund
 - Grants
 - Hotel Rental Tax
 - Watershed Protection and Restoration Fund
- The County budgets the following funds using the accrual basis of accounting:
 - Enterprise Funds:
 - Airport
 - Fiber Network
 - Firearms
 - Septage
 - Solid Waste
 - Utilities
 - Internal Service Funds

- Trust Funds:
 - OPEB Fund
 - Employee Pension Trust Fund
 - Certified Law Officers Pension Trust Fund
 - Length of Service Award Program Fund
- Agency Fund

Multi-Year Financial Forecasting

- The County maintains a balanced six-year Operating Plan and a Community Investment Plan (CIP) for expenditures built on projected revenues. The development of six-year plans allows the County to evaluate the impact of current decisions on the long-term financial position of the County.
- Six-year Operating Plans for all of the Enterprise Funds continue to be developed with expenditures built on projected revenues.

Monthly Financial Reporting

County staff reviews all fund revenues and expenditures monthly, more frequently when conditions warrant, and reports to the Commissioners quarterly. The staff frequently reviews the current economic conditions and political environment and assesses the impact it may have on the current and/or future fiscal years.

Budget Appropriation Transfers

Once the Budget is adopted, transfers within a fund can be made with the appropriate approval but the total Budget cannot be increased or decreased without a public hearing.

Capital Budget

- One-Time Revenues
Historically, one percent of budgeted revenues from the current year are considered as ongoing funding for the projected budget two years out. Any remaining fund balance will be considered as one-time funding. First priority for these revenues is given to providing paygo funding in the Capital Budget.
- Paygo Capital Funding
The County commits approximately 3% of Property Tax as paygo funding in the CIP. Other paygo funding includes: Income Tax Revenue, Property Tax Revenue, Impact Fees, and Agricultural Transfer Tax Funding.
- Operating Impacts of Capital Projects
No capital project request is considered without an estimated operating impact. Operating impacts are integrated into the Operating Plan after being developed and refined with the assistance of the Department of Management and Budget.

Investment Management

- The comprehensive Carroll County investment policy addresses the following areas:
 - Scope, prudence, and objectives
 - Delegation of authority
 - Ethics and conflicts of interest
 - Authorized financial dealers and institutions, and diversification in authorized and suitable investments
 - Collateralization
 - Safekeeping, custody, and internal controls
 - Performance standards, reporting requirements and policy adoption
- It is the policy of Carroll County, Maryland to invest public funds in a manner which will conform to all State of Maryland and County statutes governing the investment of public funds while meeting its daily cash flow demands, and providing a return at least equal to the three-month Treasury bill yield.
- The investment policy applies to all financial assets of the County. These funds are accounted for in the County's Comprehensive Annual Financial Report and include:
 - General fund
 - Special Revenue fund
 - Capital project funds (including bond funds)
 - Enterprise funds
 - Internal Service funds
 - Any new funds as provided by County ordinance
- The primary objectives, in priority order, of the County's investment activities shall be:
 - **Safety:** Safety of principal is the foremost objective of the investment program. Investments of the County shall be undertaken in a manner that seeks to ensure the preservation of capital in the overall portfolio. To attain this objective, diversification, third party collateralization and safekeeping, and delivery versus payment will be required.
 - **Liquidity:** The County's investment portfolio will remain sufficiently liquid to enable the County to meet all operating requirements which might be reasonably anticipated.
 - **Return on Investment:** The County's investment portfolio shall be designed with the objective of attaining a return at least equal to the three-month U.S. Treasury bill yield.

Fund Balance Reserve

Governmental funds report the difference between their assets and liabilities as fund balance. In February 2009, The Governmental Accounting Standards Board (GASB) issued Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. This GASB standard will not affect the calculation of fund balance, but will fundamentally alter the various components used to report it. Fund balance is now divided as follows:

1. Nonspendable
2. Restricted
3. Committed
4. Assigned
5. Unassigned

Nonspendable funds are not in a spendable form or must be maintained intact. Examples of this are inventories, prepaid expenses, and loans to various agencies.

Restricted funds can only be used for the specific purposes as stipulated by external creditors, grantors, or laws of other governments, constitutionally, or through enabling legislation.

Committed funds are those constrained by limitations that the government imposes on itself at the highest level of decision-making authority. Commitments may be changed or lifted only by the same formal action that imposed the original constraint.

Assigned funds are intended to be used by the government for a specific purpose. This intention can be expressed by the governing body, an official, or a body to which the governing body delegates the authority.

Unassigned funds are technically available for any purpose. Carroll's consists of anticipated current year unassigned funds.

Carroll County Government implemented GASB Statement No. 54 starting with the fiscal period that ended June 30, 2011.

Stabilization Arrangement Policy Resolution

- **Purpose:** It is in the best interest of the citizens of Carroll County that a portion of the General Fund balance be set aside in a Stabilization Arrangement in order to provide a reserve against certain specified conditions. These include a sudden and unexpected drop in revenues, and/or unforeseen emergencies including unanticipated expenditures of a nonrecurring nature. Also, a Stabilization Arrangement will provide a financial cushion against unanticipated adverse financial or economic circumstances that would lead to budget deficits.
- **Authority to Establish a Stabilization Arrangement:** The Board of County Commissioners shall authorize the establishment of a Stabilization Arrangement by Resolution to adopt the Stabilization Arrangement Policy.

The Board of County Commissioners hereby authorizes the Comptroller and the Director of Management and Budget to establish the Stabilization Arrangement.

The Stabilization Arrangement will be continuing and non-lapsing.

- **Stabilization Arrangement Size:** The Stabilization Arrangement must be a minimum of 5 percent of the upcoming fiscal year Adopted General Fund Budget.

The Stabilization Arrangement is in addition to the Surplus Funds as outlined in 3-601, 19 in the Code of Public Local Laws and Ordinances.

- **Contributions to the Stabilization Arrangement:** The Board of County Commissioners authorizes the Comptroller and the Director of Management and Budget to maintain a minimum balance of 5 percent of the upcoming fiscal year Adopted General Fund Budget.

The Comptroller must transfer the contributions from the General Fund to the Stabilization Arrangement after the Budget is adopted for the upcoming year but before the end of the current fiscal year.

- **Conditions under which Stabilization Arrangement may be spent:** Appropriations from the Stabilization Arrangement shall require a Resolution from the Board of County Commissioners. No appropriation from the Arrangement will occur without prior presentation to the Board of County Commissioners by the Comptroller and Director of Management and Budget with a plan and timeline for replenishing the Arrangement to its minimum 5 percent level.

Requests for appropriations from the Stabilization Arrangement shall occur only after exhausting current year's budgetary flexibility and spending of the current year's appropriated contingency.

Circumstances where the Stabilization Arrangement can be spent are:

- 1.) Unanticipated General Fund revenues in total fall more than 1 percent below the original projected revenues, and Actual revenues for two of the following major revenue sources are projected in the current year to fall below the actual amount from the prior year:
 - Property Taxes
 - Income Tax
 - Recordation Tax
 - State Shared Taxes
 - Investment Interest
- 2.) The following events create significant financial difficulty for the County and are in excess of the current year's appropriated contingency:
 - Declaration of a State of Emergency by the Governor of Maryland

- Unanticipated expenditures as a result of legislative changes from State/Federal governments in the current fiscal year
- Acts of Terrorism declared by the Governor of Maryland or the President of the United States
- Acts of Nature which are infrequent in occurrence and unusual in nature.

Fund Balance History

	FY 12	FY 13	FY 14	FY 15	FY 16
Budget	\$350.3	\$361.7	\$367.1	\$368.8	\$380.0
Current Year Fund Balance (unassigned)	\$14.8	\$16.2	\$5.3	\$6.7	\$10.4
Prior Year Fund Balance (unassigned)	-	-	\$1.6	\$0.7	\$0.4
% of Budget	4.22%	4.48%	1.88%	2.01%	2.84%

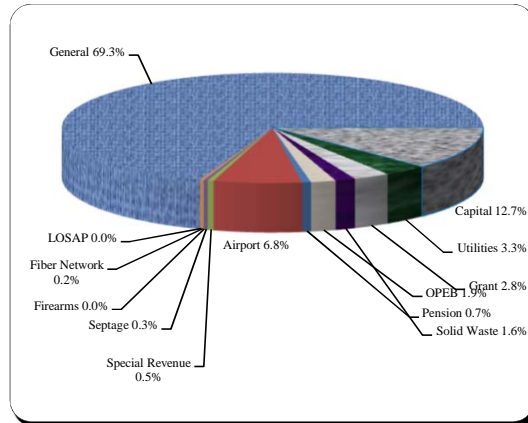
Revenue

- The County will endeavor to have a diversified and stable revenue system to protect against short-term fluctuations in any one revenue source.
- The County will estimate its annual revenues by a comprehensive, objective, and analytical process.
- Each existing and potential revenue source will be budgeted on an annual basis.
- The County will provide revenue estimates for the following five years for both its Operating and Community Investment Plans.

Financial and Demographic Data

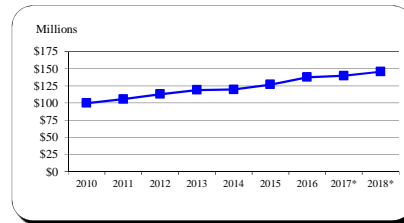
FY 18 Budget By Fund

Fund Type	FY 18	% of Total
General	\$399,771,040	69.3%
Capital	73,083,433	12.7%
Utilities	19,255,551	3.3%
Grant	16,075,517	2.8%
Solid Waste	8,948,500	1.6%
OPEB	11,050,000	1.9%
Pension	3,864,700	0.7%
Airport	38,970,070	6.8%
Special Revenue	2,651,480	0.5%
Septage	1,732,075	0.3%
Firearms	155,500	0.0%
Fiber Network	1,417,700	0.2%
LOSAP	100,000	0.0%
Total	\$577,075,566	100.0%



Income Tax Collected-Operating

Year	Taxes Collected	% Change
2010	99,652,702	-4.3%
2011	105,610,792	6.0%
2012	112,881,085	6.9%
2013	118,759,789	5.2%
2014	119,575,545	0.7%
2015	126,688,154	5.9%
2016	137,512,883	8.5%
2017*	139,692,655	1.6%
2018*	145,624,240	4.2%

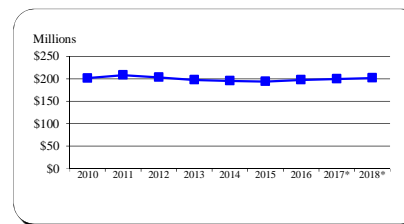


Tax rate is currently 3.03%. The Board of County Commissioners lowered the rate of 3.04% to 3.03% effective January 1, 2015.

Typically, 9.09% of income tax revenue is directly appropriated to the CIP for school construction. For FY 17, the Commissioners temporarily reduced this amount to 7.09% with 2.0% going to Operating. For FY 18, the Commissioners temporarily reduced this amount to 7.59% with 1.5% going to Operating. Source: FY 16 Carroll County CAFR, Schedule 1-1

Total Local Property Tax Collected

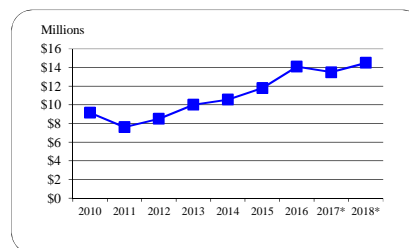
Year	Taxes Collected	% Change
2010	201,526,399	6.6%
2011	208,296,512	3.4%
2012	203,601,066	-2.3%
2013	197,727,477	-2.9%
2014	195,528,915	-1.1%
2015	194,029,688	-0.8%
2016	197,552,925	1.8%
2017*	199,647,417	1.1%
2018*	201,879,100	1.1%



The tax rate decreased from \$1.048 to \$1.028 for Real Property and from \$2.62 to \$2.57 for Personal Property in FY 12. The tax rate decreased to \$1.018 for Real Property and \$2.545 for Personal Property in FY 13. In FY 14, the Personal Property tax rate decreased to \$2.515. Source: FY 16 Carroll County CAFR, Table 4

Recordation Tax Collected

Year	Base	% Change
2010	9,154,578	-0.7%
2011	7,612,907	-16.8%
2012	8,520,674	11.9%
2013	10,021,395	17.6%
2014	10,576,850	5.5%
2015	11,800,000	11.6%
2016	14,093,918	19.4%
2017*	13,500,000	-4.2%
2018*	14,500,000	7.4%



Source: FY 16 Carroll County CAFR, Table 4

* Indicates budgeted amount

Financial and Demographic Data

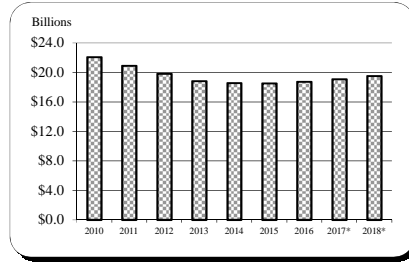
Assessable Base-Real and Personal Property

Year	Base	% Change
2010	22,077,626,050	8.1%
2011	20,907,114,686	-5.3%
2012	19,829,611,572	-5.2%
2013	18,808,823,173	-5.1%
2014	18,549,381,425	-1.4%
2015	18,495,548,665	-0.3%
2016	18,733,020,866	1.3%
2017*	19,057,853,000	1.7%
2018*	19,493,125,000	2.3%

All years are expressed at 100% of assessed value.

Sources: FY 10 - FY 16 Carroll County CAFR, Table 6

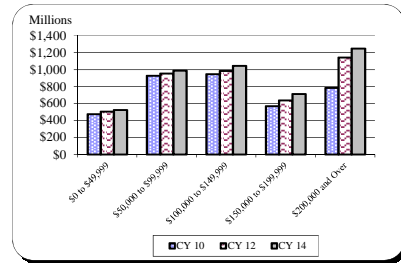
FY 17 - FY 18 Maryland State Department of Assessment and Taxation November 2016 Update



Net Taxable Income

Income Range	CY 10	CY 12	CY 14
\$0 to \$49,999	\$473,736,286	\$504,668,381	\$522,162,169
\$50,000 to \$99,999	927,656,349	952,519,093	985,787,690
\$100,000 to \$149,999	945,627,851	983,536,421	1,042,452,581
\$150,000 to \$199,999	568,031,839	635,495,497	712,442,833
\$200,000 and Over	784,653,290	1,142,444,172	1,247,358,619

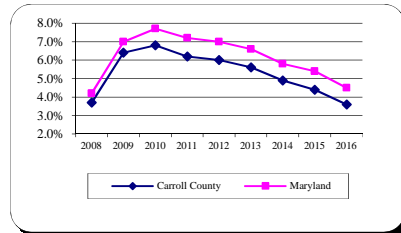
Source: Comptroller of Maryland Income Tax Summary Reports 2010-2014



Average Annual Unemployment Rates

Year	Carroll County	Maryland
2008	3.7%	4.2%
2009	6.4%	7.0%
2010	6.8%	7.7%
2011	6.2%	7.2%
2012	6.0%	7.0%
2013	5.6%	6.6%
2014	4.9%	5.8%
2015	4.4%	5.4%
2016	3.6%	4.5%

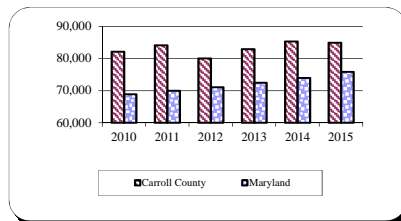
Source: MD Department of Labor, Licensing and Regulation



Median Household Income

Year	Carroll County	Maryland
2010	82,077	68,854
2011	84,117	70,004
2012	80,028	71,122
2013	82,955	72,483
2014	85,274	73,971
2015	84,887	75,847

Source: U.S. Census Bureau, American Community Survey



* Indicates budgeted amount

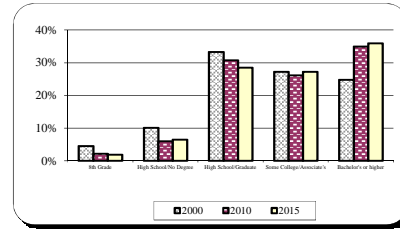
Financial and Demographic Data

Educational Attainment

	2000	2010	2015
Population 25+ years			
8th Grade	4.6%	2.2%	1.9%
High School/No Degree	10.1%	6.0%	6.5%
High School/Graduate	33.3%	30.8%	28.5%
Some College/Associate's	27.2%	26.1%	27.2%
Bachelor's or higher	24.8%	34.9%	36.0%

Sources: US Census Bureau - 2000, 2010 Census

US Census Bureau - 2016 American Community Survey



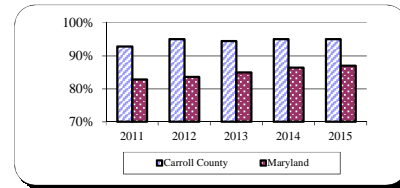
Graduation Rates

Year	Carroll County	Maryland
2011	92.8%	82.8%
2012	95.0%	83.6%
2013	94.4%	85.0%
2014	95.0%	86.4%
2015	95.0%	87.0%

Source: 2016 Maryland Report Card

Note: The percentages represent the 4 Year Adjusted Cohort Rate.

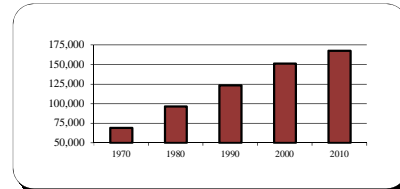
95% in a category indicates > 95 and corresponding counts have been suppressed.



Population

Year	Carroll County
April 1, 1970 Census	69,006
April 1, 1980 Census	96,356
April 1, 1990 Census	123,372
April 1, 2000 Census	150,897
April 1, 2010 Census	167,134

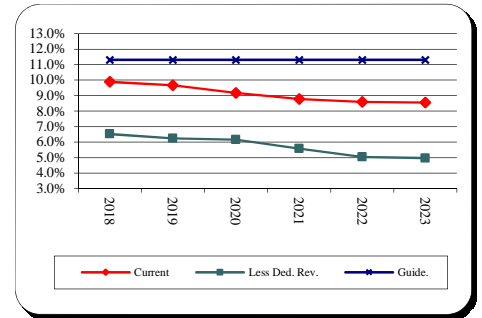
Source: US Census



Financial and Demographic Data

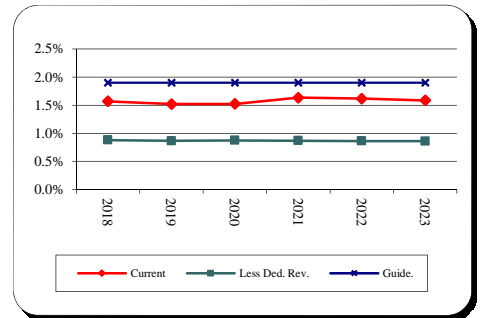
General Fund Debt Service/General Fund Revenue

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Revenue and Supported D/S</u>	<u>County Guideline</u>
2018	9.9%	6.5%	11.3%
2019	9.7%	6.2%	11.3%
2020	9.2%	6.1%	11.3%
2021	8.8%	5.6%	11.3%
2022	8.6%	5.0%	11.3%
2023	8.5%	5.0%	11.3%



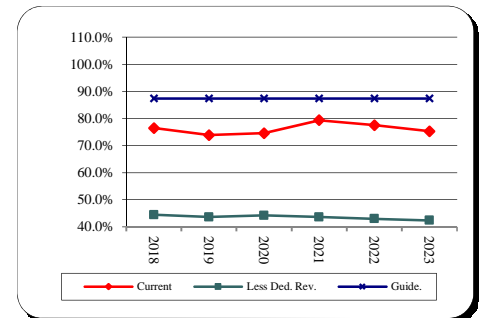
General Fund Debt/Assessable Base

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Revenue and Supported Debt</u>	<u>County Guideline</u>
2018	1.57%	0.88%	1.90%
2019	1.52%	0.87%	1.90%
2020	1.52%	0.88%	1.90%
2021	1.64%	0.87%	1.90%
2022	1.62%	0.86%	1.90%
2023	1.58%	0.86%	1.90%



General Fund Debt/General Fund Revenue

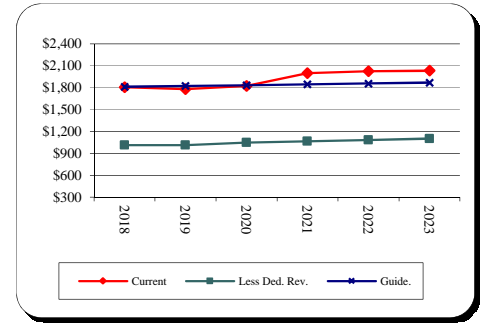
<u>Fiscal Year</u>	<u>Current Position</u>	<u>Revenue and Supported Debt</u>	<u>County Guideline</u>
2018	76.5%	44.5%	87.4%
2019	73.9%	43.6%	87.4%
2020	74.6%	44.2%	87.4%
2021	79.4%	43.7%	87.4%
2022	77.5%	43.0%	87.4%
2023	75.3%	42.4%	87.4%



Financial and Demographic Data

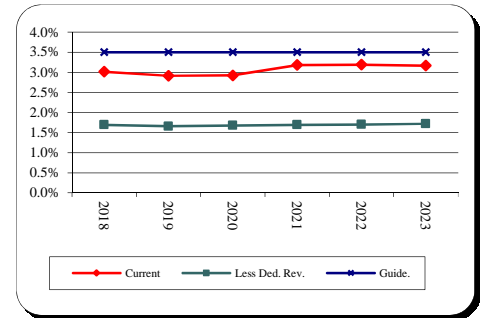
General Fund Debt/Capita

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Revenue and Supported Debt</u>	<u>County Guideline</u>
2018	1,807	1,014	1,811
2019	1,779	1,012	1,822
2020	1,822	1,045	1,834
2021	1,999	1,063	1,845
2022	2,025	1,081	1,856
2023	2,032	1,102	1,868



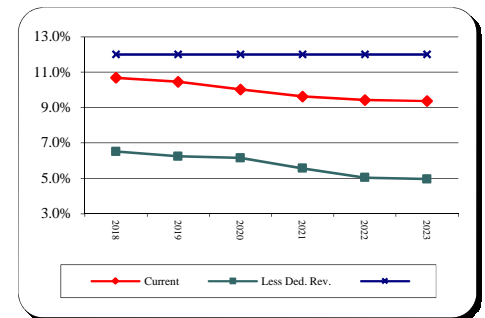
General Fund Debt/Personal Income

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Revenue and Supported Debt</u>	<u>County Guideline</u>
2018	3.0%	1.7%	3.5%
2019	2.9%	1.7%	3.5%
2020	2.9%	1.7%	3.5%
2021	3.2%	1.7%	3.5%
2022	3.2%	1.7%	3.5%
2023	3.2%	1.7%	3.5%



Total Debt Service/General Fund Revenue

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Less Ded. Rev. Revenue and Supported DS</u>	<u>County Guideline</u>
2018	10.7%	6.5%	12.0%
2019	10.5%	6.2%	12.0%
2020	10.0%	6.1%	12.0%
2021	9.6%	5.6%	12.0%
2022	9.4%	5.0%	12.0%
2023	9.4%	5.0%	12.0%



Economic Factors

Related Industrial, Employment, and Labor Figures

In the following table, statistics are provided relating to the distribution of employment by employer classification. These figures exclude railroad, domestic service, self-employed, agriculture, and unpaid family workers.

Business and Industry Composition Carroll County, Maryland 2015

<u>Classification</u>	<u>Number of Reporting Units</u>	<u>% of Total*</u>	<u>Annual Average Employment</u>	<u>% of Total*</u>
Natural Resources and Mining.....	50	1.1	428	0.8
Construction.....	827	18.2	5,498	9.7
Manufacturing.....	131	2.8	3,792	6.9
Trade, Transportation, and Utilities.....	881	19.3	11,760	20.7
Information.....	40	0.9	326	0.6
Financial Activities.....	333	7.3	1,355	2.4
Professional and Business Services.....	934	20.5	6,614	11.65
Education and Health Services.....	503	11.0	9,792	17.3
Leisure and Hospitality.....	340	7.5	6,779	11.9
Other Services.....	420	9.2	2,216	3.9
Local Government.....	65	1.4	6,622	11.7
State Government.....	11	0.2	1,296	2.31
Federal Government.....	20	0.4	287	0.5
Total.....	<u>4,557</u>	<u>100.0%</u>	<u>56,765</u>	<u>100.0%</u>

* Totals may not add due to rounding.

Source: Maryland Department of Labor, Licensing, and Regulation, Office of Labor Market Analysis and Information, "Employment and Payrolls, 2015 Annual Average."

Listed below are the 10 largest employers in Carroll County and an estimated of total employment as of July 2015.

<u>Firm</u>	<u>Product/Service</u>	<u>Estimated Total Employment</u>
Carroll County Board of Education*.....	Elementary and secondary education.....	3,630
Carroll Hospital Center.....	General hospital.....	1,997
Springfield Hospital Center.....	Mental health services.....	833
Joseph A. Bank Clothiers.....	Men and Women's clothing.....	778
Penguin Random House.....	Book warehousing and distribution.....	753
Fairhaven (Episcopal Ministries).....	Life care retirement community.....	700
McDaniel College.....	Higher education.....	621
Carroll County Commissioners**.....	Local government central office.....	592
Carroll Community College.....	Higher education (Public).....	509
Evapco.....	Cooling equipment manufacturer.....	440

* Includes only contracted employees; Does not include hourly employees such as substitutes, etc.

** Central offices under Commissioner Authority only, excludes Sheriff's Department, Detention Center, Circuit Court, State's Attorney Office, Soil Conservation.

Source: Carroll County Department of Economic & Community Development

Unemployment

The following table sets forth Carroll County's average unemployment rates for the last five calendar years as compared to regional and national averages.

	<u>2015</u>	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>
Anne Arundel County.....	4.5%	5.1%	5.7%	6.0%	6.3%
Baltimore City.....	7.7	8.6	9.7	10.2	10.6
Baltimore County.....	5.4	6.1	6.9	7.3	7.7
Carroll County.....	4.3	4.8	5.5	5.9	6.1
Harford County.....	5	5.7	6.5	6.9	7.2
Howard County.....	3.9	4.3	4.8	5	5.2
Queen Anne's County.....	4.6	5.1	5.9	6.3	6.8
State of Maryland.....	5.2	5.8	6.6	7.0	7.2
United States.....	5.3	6.2	7.4	8.1	8.9

Sources: Maryland Department of Labor, Licensing, and Regulation, Office of Labor Market Analysis and Information, June 2016.
U.S. Department of Labor, Bureau of Labor Statistics.

Income

A comparison of the per capita personal income growth for Carroll County, the other jurisdictions in the Baltimore-Columbia-Towson Metropolitan Statistical Area (MSA), and the State of Maryland is shown in the table below:

	<u>2010</u>	<u>2014</u>	<u>% Increase</u>
Anne Arundel County.....	\$54,272	\$59,574	9.7%
Baltimore City.....	37,419	42,428	13.3
Baltimore County.....	49,505	53,949	9.0
Carroll County.....	47,733	53,200	11.5
Harford County.....	46,608	50,817	9.0
Howard County.....	62,155	67,605	8.37
Queen Anne's County.....	48,844	53,705	10.0
State of Maryland.....	49,683	54,176	9.0

Source: Maryland Department of Planning, Planning Data Services, from U.S. Bureau of Economic Analysis, November 2015.

Income

A comparison of the growth in Carroll County and State of Maryland personal income is presented in the following table:

<u>Calendar Year</u>	<u>Personal Income (\$000's)</u>		<u>Percent Change From Previous Year</u>	
	<u>Carroll</u>	<u>State</u>	<u>Carroll</u>	<u>State</u>
2014.....	8,928,631	\$329,559,646	7.7%	3.3%
2013.....	8,290,487	319,125,495	0.5	1.1
2012.....	8,246,823	315,775,620	4.5	3.6
2011.....	7,893,434	304,808,419	5.0	5.3
2010.....	7,515,709	289,559,920	1.2	2.5
2009.....	7,424,010	282,434,782	-0.7	3.5
2008.....	7,472,538	272,983,989	3.3	0.1
2007.....	7,231,980	272,798,295	4.0	4.5

Commuting Patterns

The 2010 Census survey determined the work commuting patterns for workers 16 years and older for the labor forces of each of Maryland’s counties and the City of Baltimore. Comparative figures for workers commuting outside of the County of residence for the subdivisions in the Baltimore MSA are presented below:

Anne Arundel County.....	43.7%
Baltimore City.....	38.1
Baltimore County.....	47.3
Carroll County.....	55.1
Harford County.....	48.1
Howard County.....	62.0
Queen Anne's County.....	59.8

Source: U.S. Bureau of the Census 2010, American Community Survey, American Fact Finder.

Education

Survey results of the number of high school students in Baltimore MSA area and the State of Maryland, as a whole, who graduated in 2015 as a percentage of their ninth grade enrollment, four grades earlier, are presented below:

Anne Arundel County.....	88.0%
Baltimore City.....	69.5
Baltimore County.....	87.7
Carroll County.....	95.0
Harford County.....	89.9
Howard County.....	93.4
Queen Anne's County.....	94.8
State of Maryland.....	86.9

Source: Maryland Report Card 2016 Performance Report. 4-Year Adjusted Cohort. Maryland State Department of Education

Debt Management

Debt Management

Capital Expenditures vs. Current Expenditures

Local government expenditures can be broadly categorized as either current or capital. Generally, current expenditures are related to ongoing operations or purchases that are relatively inexpensive or short-lived. Capital expenditures tend to be one-time, relatively high-cost, or long-lived assets. There is not a perfectly clear line separating current and capital expenditures, but current expenditures should be funded with current sources of revenue and it may be appropriate to fund capital expenditures with current revenue and/or debt financing. When debt financing is used, it is important that the useful life of the asset exceed the time necessary to pay for the asset. Carroll County's operating expenditures are entirely funded by current revenue. A mix of sources such as bonds, grants, and paygo funding is used to fund capital projects.

Paying for Capital Assets

There are two general approaches to paying for capital assets: paygo, or using current resources to pay as the expenditure occurs, and debt financing, or paying over time as the asset is used. Paygo funding creates no long-term obligation but may require years of saving that delay addressing a need. Constraints on accumulating funds over time may make it difficult or impossible for a local government to save for a future project. Paygo funding places the entire burden on the existing taxpayer, even though a long-lived asset may benefit new taxpayers in future years. Debt financing commits the County to a long-term obligation and increases the cost of the funding, but allows timely filling of needs and spreads the cost of an asset over a larger number of taxpayers, who will benefit from its use. To benefit from the advantages of each of these approaches, Carroll County uses a mix of paygo and debt funding in the Capital Budget.

Bonds

For local governments, financing with long-term debt usually means issuing bonds. A bond is like a mortgage; it is written evidence of the issuer's obligation to repay a specified principal amount on a certain date (maturity date), together with interest at a stated rate, or according to a formula for determining that rate.

General obligation bonds are used when the capital project is beneficial to the community. Examples would be expenditures for law enforcement, fire protection, education, public health facilities, or roads and bridges. The payments are financed by the taxpayers of the issuing government because general obligation bonds are secured unconditionally by the full faith, credit, and taxing powers of the issuing government. These bonds typically carry high credit ratings with correspondingly low risk.

Serial bonds are a package of individual bonds with each bond potentially having a different maturity than the rest. Typically, a municipal serial bond issue has

maturities ranging from one year to more than twenty years. General obligation bond issues are usually entirely in serial form.

Debt Retirement

As of June 30, 2016, 67.7% of long-term debt owed by the County will be retired within ten years and 41.3% will be retired in five years. New Consolidated Public Improvement Bonds issued in November 2016 have an aggregate principal amount of \$14.0 million in new bonds and \$6.8 million in refunded bonds.

Rating Agencies

There are currently three credit rating agencies used by Carroll County: Moody's, Fitch, and Standard & Poor's. These agencies tackle the difficult task of evaluating municipal bond issues in light of demographic, economic, financial, and debt factors. The result of the evaluation process is a "rating" that is assigned to the bond issue. Ratings generally measure the probability of the timely repayment of principal and interest on municipal bonds. The higher the credit rating assigned to the issue, the lower the interest rate the County will need to attract investors.

The following table displays the various rating categories used by the rating agencies:

Moody's ¹	Standard & Poor ²	Fitch	Description
Aaa	AAA	AAA	Highest quality, extremely strong capacity to pay
Aa	AA	AA	High quality, very strong capacity to pay
A	A	A	Upper medium quality, strong capacity to pay
Baa	BBB	BBB	Medium quality, adequate capacity to pay
Ba	BB	BB	Questionable quality, low capacity to pay

¹Relative ranking within a range may be designated by a 1, 2, or 3.

²Relative ranking within a range may be designated by a + or -.

Credit evaluation, to some extent, is subjective which may result in different analysts looking at different data or assigning different weight to the same data. The rating agencies do not necessarily give the same credit ratings to the same bond issues.

Ratings are initially made before issuance and are continuously reviewed and amended as necessary to reflect change in the issuer's credit position. According to the rating agencies, Carroll County demonstrates very strong credit worthiness. Moody's has assigned Carroll County an **Aa1** rating, Standard & Poor's an **AAA** Rating, and Fitch an **AAA**. These high ratings allow Carroll County to pay lower interest rates on capital projects that are financed with long-term debt issues. The

County's goal is to maintain or improve our current bond ratings in order to minimize borrowing costs.

Sale of Bonds

Bonds are sold to investors through the services of an underwriter. Underwriters buy the entire bond issue from the issuer and then resell the individual bonds to investors. Since they assume the responsibility of distributing the bonds, they risk having to sell the bonds at a price below the purchase price and thus realize a loss.

The financial advisor helps the issuer: design the bond issue in terms of maturity dates, maturity amounts, and calls provisions; prepare the official statement; select an appropriate time to mark the issue; and comply with legal requirements.

Carroll County historically has used a competitive bid process to sell its bonds. This means that at a specified date and time, bids are accepted from various underwriters. The underwriter submitting the lowest bid (interest rate) is selected to purchase the bonds. The underwriter then, within a few days of purchasing the bonds, sells the bonds to various investors.

Debt Affordability

Carroll County does not have a legal debt limit. The County uses a debt affordability model to evaluate the county's ability to support debt. The model establishes guidelines for the amount of debt the County can initiate each year, and projects the effects of that financing through six years of the CIP.

Debt affordability measures a number of criteria such as total debt to assessable base, and debt service to General Fund revenue, and compares the projected ratios to guideline ratios. The model takes into account potential changes in revenue and interest. The model distinguishes between direct debt, debt to be paid with general fund revenue, and indirect debt which is debt that is backed by the government, but with an associated revenue stream separate from the general fund.

Schedule of Debt Service Requirements on Direct County Debt

The following table sets forth the schedule of debt service requirements for the County's direct general obligation bonded debt, State of Maryland Loans, Promissory Notes, Capital Leases, and Enterprise Fund bonded debt, projected as of the year ended June 30, 2017.

Schedule of Debt Service Requirements (1)

Fiscal Years Ending June 30	G.O. Bonds (2)			Watershed Bonds			Notes, Capital Leases, and Other Debt			General Obligation Debt			Total General Fund			Enterprise Funds			Grand Total Service (1)
	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	Principal	Interest	Total	
2018	\$27,437,154	\$10,461,900	\$20,188	\$54,489	\$20,188	\$296,536	\$138,025	\$0	\$1,818,826	\$27,788,179	\$12,438,939	\$40,227,118	\$1,961,379	\$581,913	\$2,543,292	\$1,961,379	\$581,913	\$2,543,292	\$42,770,410
2019	25,593,002	9,312,472	18,240	56,437	18,240	316,017	126,594	1,201,212	1,818,826	27,166,668	11,276,132	38,442,800	1,746,175	492,348	2,238,523	1,746,175	492,348	2,238,523	\$40,681,323
2020	24,165,298	8,244,834	16,222	58,455	16,222	336,498	144,513	0	1,746,753	24,560,251	10,122,322	34,682,573	1,784,826	411,044	2,195,870	1,784,826	411,044	2,195,870	\$36,878,443
2021	21,093,825	7,238,211	14,132	60,546	14,132	391,245	101,461	0	1,746,753	21,545,616	9,100,557	30,646,173	1,494,575	330,600	1,825,175	1,494,575	330,600	1,825,175	\$32,471,348
2022	17,593,158	6,342,634	11,967	62,710	11,967	344,966	91,064	246,000	1,746,753	18,246,834	8,192,418	26,439,252	1,436,831	263,544	1,700,375	1,436,831	263,544	1,700,375	\$28,139,627
2023	16,713,016	5,551,049	9,724	45,198	9,724	391,972	82,329	680,930	1,715,308	17,831,116	7,358,410	25,189,526	1,326,984	178,590	1,505,574	1,326,984	178,590	1,505,574	\$26,695,100
2024	15,939,697	4,795,212	8,094	33,755	8,094	401,975	73,026	1,006,624	1,694,994	17,382,051	6,571,325	23,953,376	700,303	134,268	834,571	700,303	134,268	834,571	\$24,787,947
2025	13,996,485	4,115,587	7,021	30,776	7,021	411,505	63,496	2,179,934	1,585,027	16,618,700	5,771,131	22,389,831	513,515	82,973	596,488	513,515	82,973	596,488	\$22,986,319
2026	14,347,352	3,530,539	5,739	23,986	5,739	421,261	53,740	1,346,000	1,516,802	16,138,599	5,106,820	21,245,419	537,648	60,918	598,566	537,648	60,918	598,566	\$21,843,985
2027	14,610,207	2,976,237	4,864	24,861	4,864	431,248	43,752	2,584,000	1,469,915	17,650,316	4,494,768	22,145,084	559,793	41,873	601,666	559,793	41,873	601,666	\$22,746,750
2028	14,967,898	2,407,045	3,956	25,769	3,956	441,472	33,528	0	1,332,935	15,435,139	3,777,464	19,212,603	582,102	21,910	604,012	582,102	21,910	604,012	\$19,816,615
2029	15,339,351	1,813,618	3,016	26,709	3,016	451,938	23,062	107,290	1,332,935	15,925,288	3,172,631	19,097,919	605,649	1,150	606,799	605,649	1,150	606,799	\$19,704,718
2030	11,542,615	1,261,464	2,042	27,686	2,042	462,653	12,347	4,662,430	1,251,807	16,695,384	2,527,661	19,223,045	127,385	3,708	131,093	127,385	3,708	131,093	\$19,354,138
2031	7,727,229	866,890	1,031	28,264	1,031	235,424	2,077	13,115,500	878,826	21,106,417	1,748,824	22,855,241	2,771	68	2,839	2,771	68	2,839	\$22,858,080
2032	6,450,000	608,756	0	0	0	0	0	0	295,866	6,450,000	904,622	7,354,622	0	0	7,354,622	0	0	7,354,622	\$7,354,622
2033	5,140,000	408,294	0	0	0	0	0	445,320	284,176	5,585,320	692,470	6,277,790	0	0	6,277,790	0	0	6,277,790	\$6,277,790
2034	4,065,000	250,953	0	0	0	0	0	3,475,344	272,487	7,540,344	523,440	8,063,784	0	0	8,063,784	0	0	8,063,784	\$8,063,784
2035	2,805,000	134,887	0	0	0	0	0	0	90,031	2,805,000	224,918	3,029,918	0	0	3,029,918	0	0	3,029,918	\$3,029,918
2036	2,055,000	55,212	0	0	0	0	0	473,924	77,590	2,528,924	132,802	2,661,726	0	0	2,661,726	0	0	2,661,726	\$2,661,726
2037	700,000	10,500	0	0	0	0	0	1,303,000	32,575	2,003,000	43,075	2,046,075	0	0	2,046,075	0	0	2,046,075	\$2,046,075
	\$562,281,287	\$70,386,294	\$126,236	\$559,641	\$126,236	\$5,334,710	\$989,014	\$32,827,508	\$22,709,185	\$301,003,146	\$94,180,729	\$395,183,875	\$13,379,936	\$2,604,907	\$15,984,843	\$13,379,936	\$2,604,907	\$15,984,843	\$411,168,718

(1) Totals may not add due to rounding.

(2) Loans paid from revenues or by repayments by others:

(a) Promissory Notes..... \$0
 (b) Capital Lease Agreements..... \$5,666,102

Source: Carroll County Department of the Comptroller.

**Projected Statement of Direct and Enterprise Fund Bonded
Debt Issued and Outstanding
As of June 30, 2017¹**

Direct Bonded Debt	Principal Date of Issue	Issued	Outstanding
Volunteer Fire Dept. Project Bonds.....	11/01/03	2,100,000	345,000
Volunteer Fire Dept. Project Bonds.....	09/22/04	2,065,000	517,628
Volunteer Fire Dept. Project Bonds.....	12/01/05	2,900,000	760,000
Consolidated Public Improvement.....	10/10/06	20,260,000	0
Consolidated Public Improvement Refunding Bonds.....	01/09/07	23,165,983	0
Consolidated Public Improvement & Refunding.....	11/13/07	27,100,000	4,073,920
Consolidated Public Improvement.....	11/13/08	72,088,000	8,145,755
Consolidated Public Improvement & Refunding-Series A.....	11/12/09	30,931,089	7,996,302
Consolidated Public Improvement Series B.....	11/12/09	33,577,761	33,577,761
Consolidated Public Improvement Refunding Series A.....	10/21/10	12,480,329	1,001,998
Consolidated Public Improvement Refunding Fire Company Series B.....	10/21/10	2,210,000	275,000
Consolidated Public Improvement Series D.....	10/21/10	19,649,128	15,817,099
Consolidated Public Improvements and Refunding.....	11/10/11	28,623,957	20,580,262
Consolidated Public Improvement and Refunding.....	11/08/12	37,680,345	31,606,066
Consolidated Public Improvement.....	11/14/13	26,000,000	21,985,000
Taxable Pension Refunding Bonds.....	12/23/13	4,524,000	2,670,000
Consolidated Public Improvement and Refunding.....	11/13/14	67,576,682	60,221,140
Consolidated Public Improvement and Refunding.....	11/19/15	34,015,081	32,570,081
Consolidated Public Improvement and Refunding.....	11/10/16	20,138,285	20,138,285
Installment Purchase Agreements:			
Installment Purchase Agreements Issued Fiscal Year 2002.....	7/1/01-6/30/02	396,000	396,000
Installment Purchase Agreements Issued Fiscal Year 2003.....	7/1/02-6/30/03	530,930	530,930
Installment Purchase Agreements Issued Fiscal Year 2004.....	7/1/03-6/30/04	100,000	100,000
Installment Purchase Agreements Issued Fiscal Year 2005.....	7/1/04-6/30/05	2,179,934	2,179,934
Installment Purchase Agreements Issued Fiscal Year 2006.....	7/1/05-6/30/06	1,346,000	1,346,000
Installment Purchase Agreements Issued Fiscal Year 2007.....	7/1/06-6/30/07	2,584,000	2,584,000
Installment Purchase Agreements Issued Fiscal Year 2009.....	7/1/08-6/30/09	2,215,126	2,215,126
Installment Purchase Agreements Issued Fiscal Year 2010.....	7/1/09-6/30/10	4,662,430	4,662,430
Installment Purchase Agreements Issued Fiscal Year 2011.....	7/1/10-6/30/11	13,115,500	13,115,500
Installment Purchase Agreements Issued Fiscal Year 2013.....	7/1/12-6/30/13	445,320	445,320
Installment Purchase Agreements Issued Fiscal Year 2014.....	7/1/13-6/30/14	3,475,344	3,475,344
Installment Purchase Agreements Issued Fiscal Year 2016.....	7/1/15-6/30/16	473,924	473,924
Installment Purchase Agreements Issued Fiscal Year 2017.....	7/1/16-6/30/17	1,303,000	1,303,000
Farmers Home Administration:			
Watershed Bond — 1972.....	06/01/72	769,700	158,846
Watershed Bond — 1974.....	07/01/74	253,000	79,663
Watershed Bond — 1979.....	09/02/80	678,800	321,131
		\$501,614,648	\$295,668,445
Enterprise Fund Bonded Debt			
Consolidated Public Improvements.....	10/10/06	200,000	0
Consolidated Public Improvement Refunding Bonds.....	01/09/07	212,504	0
Consolidated Public Improvement & Refunding.....	11/13/07	9,401,000	625,869
Consolidated Public Improvements.....	11/13/08	7,616,000	818,858
Consolidated Public Improvement & Refunding Series A.....	11/12/09	745,461	255,450
Consolidated Public Improvement Series B.....	11/12/09	1,072,239	1,072,239
Consolidated Public Improvement Refunding Series A.....	10/21/10	6,371	512
Consolidated Public Improvement D.....	10/21/10	13,742	11,062
Consolidated Public Improvements and Refunding.....	11/10/11	484,429	228,821
Consolidated Public Improvement and Refunding.....	11/08/12	198,549	181,169
Consolidated Public Improvement and Refunding.....	11/13/14	5,446,058	5,050,751
Consolidated Public Improvement and Refunding.....	11/19/15	2,978,549	2,978,549
Consolidated Public Improvement and Refunding Bonds.....	11/10/16	56,307	56,307
Water Quality Loan — MD Dept. of the Environment.....	03/22/00	532,680	128,607

Solid Waste.....	01/09/07	345,658	0
Solid Waste.....	11/13/07	604,000	40,211
Solid Waste.....	11/13/08	296,000	45,387
Solid Waste Series A.....	11/12/09	203,450	3,248
Solid Waste.....	11/10/11	789,648	475,148
Solid Waste.....	11/13/14	406,860	223,611
Solid Waste.....	11/19/15	191,370	191,370
Solid Waste.....	11/10/16	91,589	91,589
Septage.....	10/09/06	200,000	0
Septage.....	11/08/12	62,391	62,391
Airport.....	11/13/01	2,200,000	550,000
Airport.....	01/09/07	240,854	0
Airport Series A.....	10/21/10	93,300	7,491
Airport Series D.....	10/21/10	27,130	21,839
Airport.....	11/10/11	286,966	145,769
Airport.....	11/08/12	18,715	15,374
Airport.....	11/13/14	85,400	34,498
Airport.....	11/10/16	63,819	63,819
		<u>\$ 35,171,039</u>	<u>\$ 13,379,939</u>
		<u>\$536,785,687</u>	<u>\$309,048,384</u>

¹This table reflects indebtedness of the County exclusive of the following obligations:

(a) Promissory Notes.....	\$0
(b) Capital Lease Agreements.....	\$5,334,709

Note: This subtotal reflects the direct bonded indebtedness of the County exclusive of those items in Note (1) of this table and Enterprise Fund Bonded Debt and is exclusive of any related bond premiums/discounts or other unamortized charges.

Source: Carroll County Department of the Comptroller.

The following tables set forth the County's long-term debt per capita and ratios of debt to assessed value for the six most recent fiscal years ended June 30 and a projection for the fiscal year ended June 30, 2017.

Projected County Debt Exclusive of Enterprise Fund Debt¹

	Bonded Debt	Estimated Population	Assessed Value	Bonded Debt Per Capita	Bonded Debt to Assessed Value
2017.....	\$295,668,445	173,015	\$19,057,823,000	\$1,708.92	1.55%
2016.....	309,180,611	172,703	18,733,020,866	1,790.24	1.65
2015.....	308,973,068	171,702	18,495,548,665	1,799.47	1.67
2014.....	322,300,607	170,643	18,549,381,425	1,888.74	1.74
2013.....	319,294,954	169,519	18,808,823,173	1,883.53	1.70
2012.....	323,601,170	168,570	19,829,611,572	1,919.68	1.63

Projected County Debt Inclusive of Enterprise Fund Debt¹

	Bonded Debt ²	Estimated Population	Assessed Value	Bonded Debt Per Capita	Bonded Debt to Assessed Value
2017.....	\$309,048,384	173,015	\$19,057,823,000	\$1,786.25	1.62%
2016.....	324,624,173	172,703	18,733,020,866	1,879.67	1.73
2015.....	326,345,144	171,702	18,495,548,665	1,898.53	1.76
2014.....	342,092,417	170,643	18,549,381,425	2,004.72	1.84
2013.....	341,226,838	169,519	18,808,823,173	2,012.91	1.81
2012.....	347,723,989	168,570	19,829,611,572	2,062.79	1.75

¹These tables reflect indebtedness of the County exclusive of MD Industrial Land Act and MD Industrial Commercial Redevelopment Fund Loans, Promissory Notes, Capital Lease Agreements, and any related bond premiums/discounts or other unamortized charges..

²This chart includes, among other things, the bonded indebtedness originally incurred by the Carroll County Sanitary Commission, which indebtedness is to be paid first from various charges which the County is authorized to levy together with State and federal monies received, but which indebtedness is ultimately secured by the full faith and credit of the County.

THE COUNTY COMMISSIONERS OF CARROLL COUNTY
Westminster, Maryland

Computation of the Projected Legal Debt Margin
As of June 30, 2017

Net assessed value- Real Property	\$ 18,489,412,000	
Debt limit - 6% of net total assessed value (1)		\$ 1,109,364,720
Assessed Value-Personal Property	568,411,000	
Debt limit- 15% of Net Assessed Value		85,261,650
Total Debt Limit		1,194,626,370
Amount of debt applicable to debt limit:		
Total Bonded Debt	\$ 309,048,384	
Less- Agricultural Preservation Program Self Supporting Debt	32,827,507	
Less- Fire Company Loans- Self Supporting Debt	6,227,978	
Less - Bureau of Utilities bonds and loans payable	11,279,586	
Less - Septage bonds payable	62,391	
Total amount of debt applicable to debt limit		258,650,922
Legal debt margin		\$ 935,975,448

Note: (1) Recommended limit - Carroll County does not have a legal debt limit.
Source: Carroll County Department of the Comptroller.

Schedule of Legal Debt Margin
2008-2017

Fiscal Year	Assessed Value	Legal Debt Limitation	Legal Borrowing Limitation	Debt Subject to Limitation	Legal Debt Margin	Ratio of Debt Subject to Limitation To Legal Borrowing Limitation
2008	17,902,568,902	6%/15%	1,124,225,213	214,237,099	909,988,114	19.06%
2009	20,409,412,280	6%/15%	1,274,735,894	268,496,244	1,006,239,650	21.06%
2010	22,066,168,625	6%/15%	1,373,814,980	303,156,906	1,070,658,074	22.07%
2011	20,895,165,478	6%/15%	1,302,726,361	301,960,750	1,000,765,611	23.18%
2012	19,813,576,019	6%/15%	1,248,709,194	292,937,714	955,771,480	23.46%
2013	18,789,765,921	6%/15%	1,175,305,137	287,113,093	888,192,044	24.43%
2014	18,514,343,538	6%/15%	1,158,193,261	286,486,025	871,707,236	24.74%
2015	18,495,548,665	6%/15%	1,159,503,407	273,161,300	886,342,107	23.56%
2016	18,733,020,866	6%/15%	1,174,512,828	272,857,221	901,655,607	23.23%
2017	19,057,823,000	6%/15%	1,194,626,370	258,650,622	935,975,748	21.65%

Fund Balance

Explanation of Fund Balance

Governmental funds report the difference between their assets and liabilities as fund balance. In February 2009, The Governmental Accounting Standards Board (GASB) issued Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. This latest GASB standard will not affect the calculation of fund balance, but will fundamentally alter the various components used to report it. Fund balance will now be divided as follows:

1. Non-spendable
2. Restricted
3. Committed
4. Assigned
5. Unassigned

Non-spendable funds are not in a spendable form or must be maintained intact. Examples of these are inventories, prepaid expenses, and loans to various agencies.

Restricted funds can only be used for the specific purposes as stipulated by (1) external creditors, grantors, or laws of other governments (2) constitutionally, or through enabling legislation.

Committed funds are those constrained by limitations that the government imposes on itself at the highest level of decision-making authority. Commitments may be changed or lifted only by the same formal action that imposed the original constraint.

Assigned funds are intended to be used by the government for a specific purpose. This intention can be expressed by the governing body, an official, or a body to which the governing body delegates the authority.

Unassigned funds are technically available for any purpose. Carroll's consists of anticipated current year unassigned funds.

Governments were required to implement GASB Statement No. 54 starting with the fiscal period that ended June 30, 2011.

Schedule of Changes in Fund Balance General Fund

	Actual for 6/30/16 Audited - CAFR	Projected for 6/30/17 as of 4/30/16	Projected for 6/30/18
<u>Beginning Fund Balance</u>	\$102,913,316	\$111,836,434	\$111,153,281
Revenues	390,822,959	380,604,310	379,405,559
Expenditures	(383,929,086)	(382,907,000)	(388,407,000)
GO Bond proceeds, premium, and redemption	2,029,245	1,619,536	0
Projected Ending Fund Balance	\$111,836,434	\$111,153,281	\$102,151,840
<u>Nonspendable</u>			
Inventory	1,649,394	1,649,394	1,650,000
Prepaid expenses	94,037	272,700	275,000
Loans for Economic Development	6,017,708	6,100,062	6,100,000
Loans to Volunteer Fire Companies	10,036,498	10,738,775	10,750,000
Loans to Municipalities	149,037	149,037	150,000
Advances to Industrial Development Authority	612,910	612,910	600,000
Due from other governmental funds	8,109,334	9,575,760	9,575,000
Total Nonspendable	26,668,918	29,098,639	29,100,000
<u>Restricted</u>			
Weed Control future truck equipment purchase	111,882	133,338	135,000
Agricultural Preservation Payables	29,266,149	27,177,630	27,200,000
Loans collectible within one year	1,318,278	1,300,000	1,300,000
Farmers & Merchants-collateral	230,000	230,000	230,000
Total Restricted	30,926,309	28,840,968	28,865,000
<u>Committed</u>			
Stabilization Fund	19,420,350	19,800,000	19,800,000
Medical Claims Reserve - ISF Health	1,400,000		0
Total Committed	20,820,350	19,800,000	19,800,000
<u>Assigned</u>			
Appropriation of Prior Year Unassigned Fund Balance	19,534,457	10,531,788	14,886,840
Community Media Center	680,731	638,691	600,000
Encumbrances	2,365,529	2,429,621	2,400,000
Total Assigned	22,580,717	13,600,100	17,886,840
<u>Unassigned</u>			
Unassigned	10,840,140	19,813,574	6,500,000
Total Unassigned	10,840,140	19,813,574	6,500,000
<u>Summary</u>			
Ending Fund Balance	111,836,434	111,153,281	102,151,840
Less: Nonspendable	(26,668,918)	(29,098,639)	(29,100,000)
Less: Restricted	(30,926,309)	(28,840,968)	(28,865,000)
Less: Committed	(20,820,350)	(19,800,000)	(19,800,000)
Less: Assigned	(22,580,717)	(13,600,100)	(17,886,840)
Current Year Unassigned	\$10,840,140	\$19,813,574	\$6,500,000

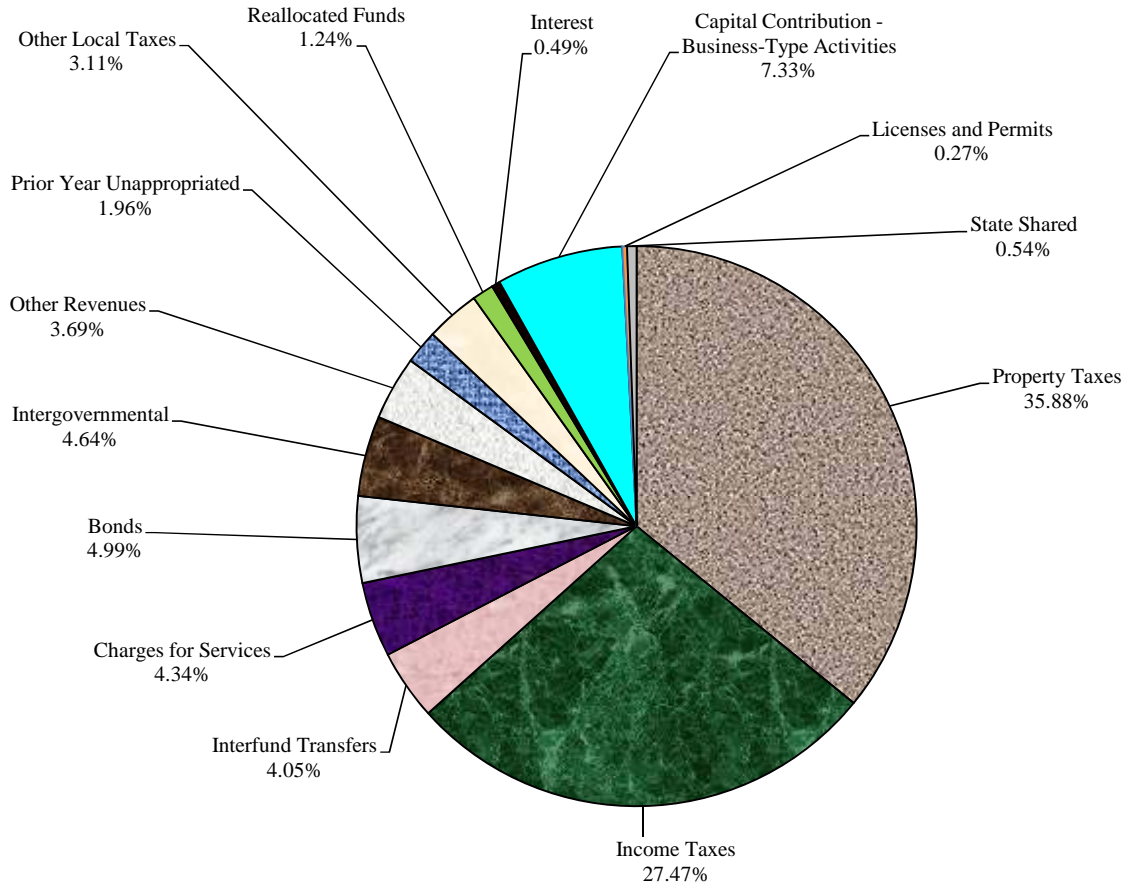
Fund Balance

Total Budget Summary

All Funds Sources - By Category

Fiscal Year 2018 Budget

\$577,075,566

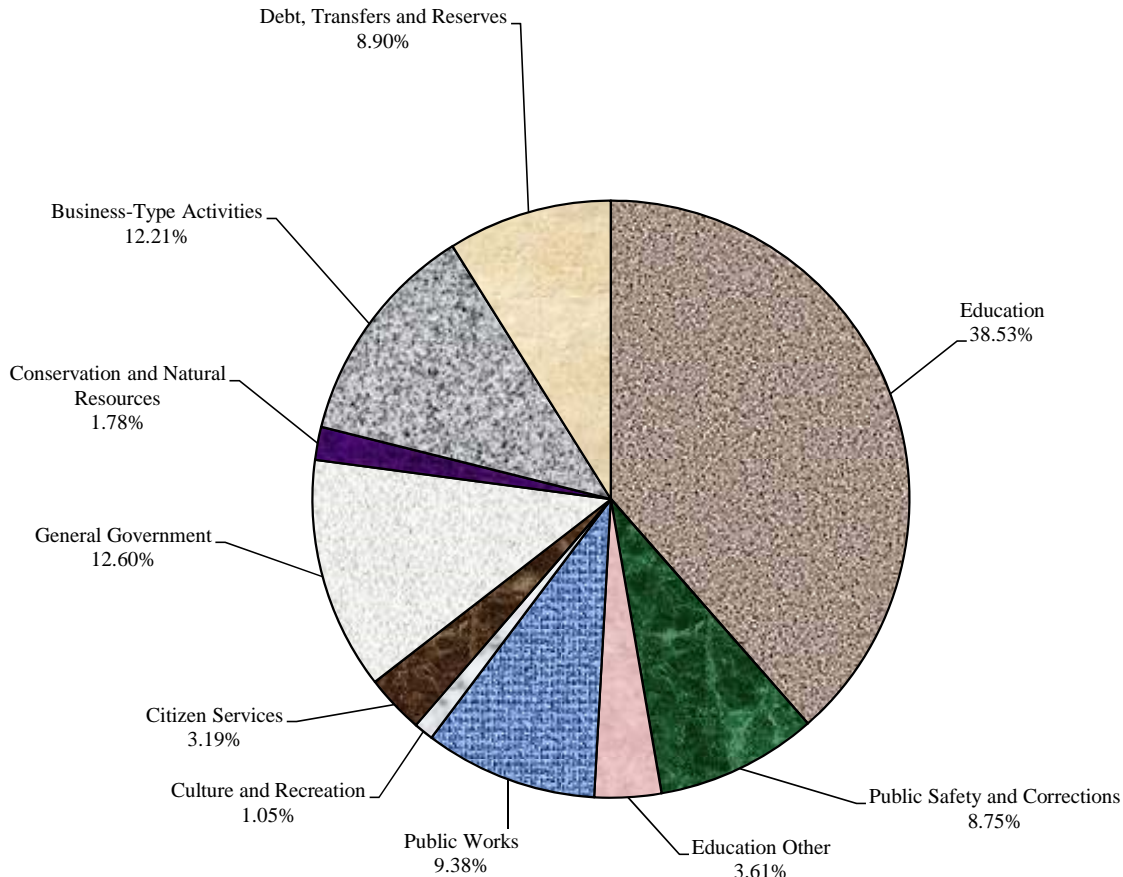


Category	FY 16 Actuals	FY 17 Budget	% Chg from FY 16	FY 18 Budget	% Chg from FY 17
Property Taxes	\$199,378,375	\$200,453,917	0.54%	\$207,067,970	3.30%
Income Taxes	148,005,116	152,106,065	2.77%	158,510,138	4.21%
Interfund Transfers	31,031,991	21,461,266	-30.84%	23,387,799	8.98%
Charges for Services	22,740,678	25,252,408	11.05%	25,049,442	-0.80%
Bonds	37,634,501	28,620,904	-23.95%	28,792,534	0.60%
Intergovernmental	16,329,483	21,517,178	31.77%	26,761,690	24.37%
Other Revenues	14,327,582	17,314,254	20.85%	21,301,252	23.03%
Prior Year Unappropriated	14,403,050	9,198,782	100.00%	11,286,840	22.70%
Other Local Taxes	17,117,986	18,485,712	7.99%	17,951,930	-2.89%
Reallocated Funds	0	1,212,695	100.00%	7,177,525	491.87%
Interest	6,996,291	2,216,420	-68.32%	2,816,280	27.06%
Capital Contribution - Business-Type Activities	0	525,500	0.00%	42,292,000	7947.95%
Licenses and Permits	1,507,347	1,642,700	8.98%	1,577,170	-3.99%
State Shared	2,909,283	2,776,965	-4.55%	3,102,996	11.74%
Total	\$512,381,683	\$502,784,766	-1.87%	\$577,075,566	14.78%

All Funds Uses - By Category

Fiscal Year 2018 Budget

\$577,075,566

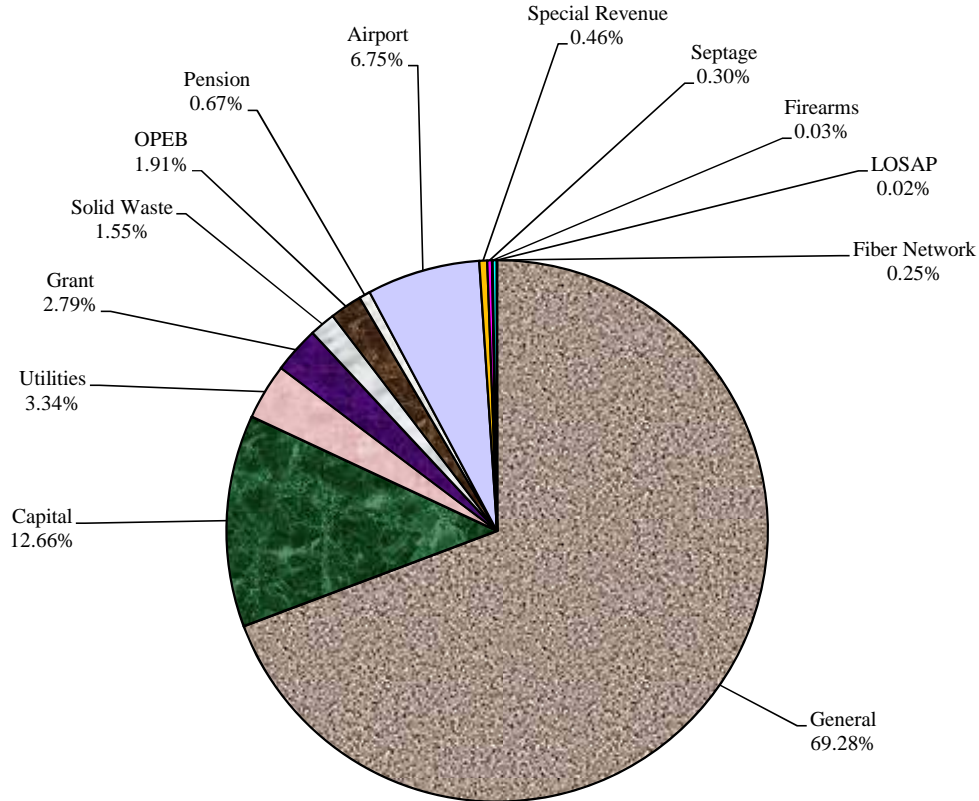


<u>Category</u>	FY 16 Actual	FY 17 Budget	% Chg from FY 16	FY 18 Budget	% Chg from FY 17
Education	\$207,496,702	\$220,611,465	6.32%	\$222,370,328	0.80%
Public Safety and Corrections	55,678,043	47,302,020	-15.04%	50,510,634	6.78%
Education Other	28,298,480	19,414,600	-31.39%	20,810,100	7.19%
Public Works	40,584,635	45,335,906	11.71%	54,132,145	19.40%
Culture and Recreation	4,328,326	4,569,170	5.56%	6,077,380	33.01%
Citizen Services	18,446,985	20,097,890	8.95%	18,398,491	-8.46%
General Government	40,726,611	63,665,106	56.32%	72,712,042	14.21%
Conservation and Natural Resources	11,664,880	8,728,548	-25.17%	10,251,010	17.44%
Business-Type Activities	44,871,014	26,038,461	-41.97%	70,479,396	170.67%
Debt, Transfers and Reserves	43,327,747	47,021,600	8.53%	51,334,040	9.17%
Total	\$495,423,423	\$502,784,766	1.49%	\$577,075,566	14.78%

All Funds Uses - By Fund

Fiscal Year 2018 Budget

\$577,075,566



<u>Fund</u>	FY 16 Actual	FY 17 Budget	% Chg from FY 16	FY 18 Budget	% Chg from FY 17
General	\$378,435,671	\$388,407,000	2.63%	\$399,771,040	2.93%
Capital	49,030,519	56,917,665	16.09%	73,083,433	28.40%
Utilities	31,306,406	14,538,635	-53.56%	19,255,551	32.44%
Grant	15,285,193	14,641,680	-4.21%	16,075,517	9.79%
Solid Waste	10,169,858	8,815,806	-13.31%	8,948,500	1.51%
OPEB	4,111,678	10,578,580	157.28%	11,050,000	4.46%
Pension	1,608,096	3,434,760	113.59%	3,864,700	12.52%
Airport	948,864	954,220	0.56%	38,970,070	3983.97%
Special Revenue	1,383,300	2,666,620	92.77%	2,651,480	-0.57%
Septage	1,139,215	1,173,300	2.99%	1,732,075	47.62%
Firearms	154,054	155,500	0.94%	155,500	0.00%
Fiber Network	1,152,617	401,000	-65.21%	1,417,700	253.54%
LOSAP	697,952	100,000	-85.67%	100,000	0.00%
Total	\$495,423,423	\$502,784,766	1.49%	\$577,075,566	14.78%

All Funds Revenue Summary

All Funds revenue is projected to be \$577.1M in FY 18. Total revenue is up \$74.3M, or 14.8%, above FY 17. This increase is primarily driven by an increase in Capital Contribution to the Airport Enterprise Fund from the Federal and Maryland Aviation Administration for the Runway Expansion project. Without FY 18 funding for the Airport Runway project, over 68% of revenue is coming from Property Taxes and Income Tax.

Revenue In Millions	FY 16 Budget	Percent of Total	FY 17 Budget	Percent of Total	FY 18 Budget	Percent of Total	Cumulative Percent of Total
Property Taxes	\$195.8	38.6%	\$200.5	39.9%	\$207.1	35.9%	35.9%
Income Tax	143.4	28.3%	152.1	30.3%	158.5	27.5%	63.3%
Bonds / Notes Proceeds	20.4	4.0%	28.6	5.7%	28.8	5.0%	68.3%
Charges for Services	30.9	6.1%	25.3	5.0%	25.0	4.3%	72.7%
Intergovernmental	22.3	4.4%	21.5	4.3%	26.8	4.6%	77.3%
Other Revenue	17.0	3.3%	17.3	3.4%	21.3	3.7%	81.0%
Interfund Transfers	28.5	5.6%	21.5	4.3%	23.4	4.1%	85.0%
Other Local Taxes	15.4	3.0%	18.5	3.7%	18.0	3.1%	88.2%
Prior Year Unappropriated	12.3	2.4%	9.2	1.8%	11.3	2.0%	90.1%
Interest and Gain (Loss)	2.1	0.4%	2.2	0.4%	2.8	0.5%	90.6%
State Shared	4.4	0.9%	2.8	0.6%	3.1	0.5%	91.2%
Capital Contribution – Business-Type Activities	5.4	1.1%	0.5	0.1%	42.3	7.3%	98.5%
Reallocated Funds	7.9	1.6%	1.2	0.2%	7.2	1.3%	99.7%
Licenses and Permits	1.6	0.3%	1.6	0.3%	1.6	0.3%	100.0%
Total Revenue	\$507.4	100.0%	\$502.8	100.0%	\$577.1	100.0%	100.0%

Percentages may not add to 100% due to rounding

Following are explanations of each of these revenues. Additional details on the source of these revenues and the processes used to arrive at the budgeted amounts can be found in the various fund sections.

Top 5 All Fund Revenues

Property Taxes

Largest revenue at 35.9% of the total. The Property Tax group includes twelve separate taxes, credits, and charges. The most significant is the Real Property Tax. The Board of County Commissioners reduced this rate in FY 12 from \$1.048 per one hundred dollars of assessed value to \$1.028, and then to \$1.018 in FY 13. The Personal Property Tax rate was also lowered in FY 12 from \$2.62 per one hundred dollars of assessed value to \$2.57 and then to \$2.545 in FY 13. The Board of County Commissioners lowered the Personal Property Tax in FY 14 to \$2.515 per one hundred dollars, or a three-cent reduction from FY 13. In FY 15, the Commissioners issued a Property Tax rebate of \$0.01 per \$100 of assessment, or approximately \$1.8M. The Homestead Tax Credit was significant in recent years, but due to five years of negative reassessments this credit is greatly reduced. This credit is set by the Board of County Commissioners and caps the amount that taxes can increase on a primary residence at 5.0% a year. Property Tax is primarily a General Fund revenue; however, approximately 2.25% is usually dedicated to agricultural land preservation.

Property Taxes are estimated by several methods, including trend analysis, economic analysis, and real estate analysis. The primary means, however, are the assessments provided by the Maryland Department of Assessment and Taxation, and full detail is provided on their website which can be accessed at:
<http://dat.maryland.gov/Pages/default.aspx>.

Income Tax

Second largest revenue at 27.5% of the total. Income Tax is calculated as a percentage of net taxable State income. The State caps the rate at 3.20%. The Commissioners lowered the Income Tax rate from 3.05% to 3.04% in FY 14, a reduction of 0.01%. In FY 15 the Commissioners again lowered the Income Tax rate by 0.01% from 3.04% to 3.03%, effective on January 1st, 2015. The State Comptroller's Office administers, collects, and distributes this tax to the counties and municipalities. Income Tax is primarily a General Fund revenue; however, 9.09% of Income Tax is traditionally dedicated to the capital budget for school construction and debt service. The Commissioners elected to reduce this amount to 7.09% in FY 16 through FY 17, to 7.59% in FY 18, and 8.09% in FY 19.

The budget for Income Tax is based on several factors, including a trend analysis of recent distributions, economic analysis of changes made at the State level, the local and national economies, and estimates provided by the State Comptroller's Office.

Capital Contribution – Business-Type Activities

The Third largest revenue 7.3% of the total. This category is based on specific and dedicated revenues that are budgeted to capital projects in the enterprise funds. In FY 18, the Airport Runway Expansion project is increasing \$38.0M. Funding sources include

Federal and Maryland Aviation Administration and the Airport Enterprise Fund. These revenues are based on appropriations budgeted to fund capital projects and do not reflect revenues that are necessarily collected in FY 18.

Bonds/Notes proceeds

The fourth largest revenue 5.0% of the total. The County issues general obligation bonds to provide funds for construction of major capital facilities such as libraries, parks, and schools. The bonds are obligations of the County for which its full faith and credit are pledged. The principal sources of repayment for the bonds are general revenues of the County including property taxes and income taxes. Bonds issued for enterprise funds, while still general obligation bonds, are expected to be paid from enterprise fund revenues, such as area connection charges or rents.

Bonds are not budgeted in the same way as other revenues, where we estimate how much property or income tax we will collect. How much debt issued is based on several factors: debt affordability guidelines; our six-year Operating Plan; availability of Paygo funds; as well as the need for and timing of capital projects. In FY 18, the Commissioners are using \$28.8M in bonds, an increase of \$0.2M from FY 17.

Intergovernmental (State and Federal)

Fifth largest revenue at 4.6% of the total. The County receives Federal and State funding for several reasons, including school and bridge construction, environmental projects, grants, and reimbursements. State and Federal funding is used primarily in the General, Capital, and Grant Funds. The Grant Fund includes more than \$13.3M in various Federal and State funds to support senior housing programs, health programs, and meal programs for the elderly. These funds are also used to provide rental subsidies to the elderly, handicapped, disabled, and families with low income. Additionally, these funds are used to develop community-based services that promote positive outcomes for children, youth, and families.

The methods of budgeting State and Federal funds are varied. In some cases, particularly construction funding, there is a specific appropriation in the State budget. In cases where there is not a specific amount, such as the Highway User Revenue, which is formula based, estimates are provided by the government agency that oversees the revenue. Other revenues, such as grants, are usually subject to a combination of trend analysis and informed opinion.

Remaining All Fund Revenues

Charges for Services

Fourth largest revenue 4.3% of revenue. The Enterprise, General, and Grant Funds. The intent, unless otherwise determined, is that certain activities and services pay for themselves through user fees, and are not supported through general tax dollars or other non-related revenue sources.

In the Enterprise Fund, the primary sources of revenue are water and sewer usage fees, water and sewer connection fees, tipping fees, waste removal fees, and airport fuel sales and rental fees. Rate modeling is used to forecast future needs and to set the appropriate rates to support the fund. Additionally, trend analysis is used in combination with the rate modeling to more accurately determine future revenue streams.

For the General Fund and the Grant Fund, the primary sources of revenue are Public Safety, Public Works, Recreation, and General Government. These fees come from various sources related to building inspections, permitting and review fees, as well as admission and concessions fees at County parks. There are also fees derived through reimbursements from local agencies. The fees charged are based on a combination of factors. Trend analysis is used to determine revenue projections based on the current rate and fee structure. Additionally, fee analysis is performed to determine if the current rate and fee structure needs to be adjusted in order to meet actual costs incurred. Rate studies are also performed for fees reimbursed by the State or Federal government to ensure accuracy.

Interfund Transfers

4.1% of the total. Due to governmental accounting requirements, revenues that are transferred between funds are shown twice. For instance, Hotel Tax originates in the special revenue fund. When Hotel Tax is used it must be transferred from the Special Revenue Fund to the General Fund. This means that using \$0.1M of Hotel Tax will actually add \$0.2M to the all funds revenue total. Each fund, Special Revenue and General Fund, will show that \$0.1M. Other interfund revenues do not involve special revenues, and include General Fund transfers to grants capital, utilities and solid waste. Here, the emphasis is on the General Fund as a whole. Overall revenue growth and available balances in the six-year Operating Plan are examined and analyzed.

Other Revenues

3.7% of the total. This group includes revenues from the general, capital, grant, enterprise fund, and trust funds. These revenues are budgeted based on numerous methods, including trend analysis, economic analysis, and estimates provided by State and Federal agencies.

Other Local Taxes

3.1% of the total. This includes Recordation, 911 fees, Impact Fees, and Admission fees. Recordation makes up about 80.6% of these fees. Trend analysis, current housing market, and opinions from industry experts are the sources of this budget.

Prior Year Unappropriated

2.0% of the total. This is the amount of revenue in excess of budget plus the amount of unspent appropriated dollars. Prior to FY 15, Carroll County law required that surplus funds be budgeted as revenue in the next fiscal year. During the FY 14 Legislative process, the law was changed for Carroll County effective October 1, 2013. \$11.3M of surplus is in the FY 18 Budget.

Reallocated funds

1.3% of the total. These funds consist of reallocated bonds, reallocated General Fund transfer, and reallocated Property Taxes. These funds were previously appropriated to various projects that either came in under budget or the decision was made not to move forward with the projects. These sources of funding are being reallocated to projects included in the FY 18 budget.

In FY 18, a total of \$7.2M in bonds and current funding is being reallocated for various capital projects, such as building renovations. The amount that we can reallocate depends on numerous factors, including projects that were completed under budget or projects that were eliminated. The very nature of these types of decisions prevents it from being predictable or consistent with previous years.

Interest & Gain/Loss

0.5% of the total. The primary source of this revenue is interest earned on investments. The budget is based on our economic and monetary analysis as well as consultation with the County's Investment Officer.

State Shared

0.5% of the total. This includes Police Aid and Highway User Revenues. Both of these come from the State. The State of Maryland provides estimates to the County for both of these revenues. However, our own economic and legislative analysis is also considered.

Licenses & Permits

0.3% of the total. These are General Fund dollars. These funds are charged for the various services requested by residents and contractors. These revenues are budgeted based on numerous methods, including trend analysis, economic analysis, and real estate market analysis.

Quick Guide to the FY 18 Budget

A Quick Guide to the FY 18 Budget

Department of Management and Budget

The combined Operating and Capital Budget books are more than six hundred pages long and contain a great deal of information. This Quick Guide is intended to serve as a summary of important information and changes, as well as a tool for understanding and locating information in the budget books.

The Recommended, Proposed and Adopted Budgets are available online at <http://ccgovernment.carr.org/ccg/budget>.

The Operating Budget

Much of the Board of County Commissioners' focus during the FY 18 budget process was on additional funding for education and public safety.

Actions taken by the Board of County Commissioners in this Budget include:

- \$2.0M additional funding in FY 19 to Carroll County Public Schools (CCPS)
- \$0.6M additional ongoing to Carroll Community College for salary increases
- \$0.4M per year to Carroll Community College for technology replacements in FY 18 – 22
- \$0.3M ongoing for the Correctional Deputies' pension plan
- An Emergency Communications Systems Specialist associated with the new Computer-Aided Dispatch and Records Management Improvement CIP project
- A Drug Education and Treatment Liaison position for the State's Attorney's Office
- \$0.1K ongoing for a salary increase for Bailiffs in the Circuit Court

The FY 18 Budget

The FY 18 Operating Budget is \$399.8M, an \$11.4M, or 2.9%, increase over FY 17. This increase is primarily driven by growth in Property and Income Tax Revenue.

Revenues (65-74, 83-100)

- The FY 18 Budget increases \$11.4M, or 2.9%, from the FY 17 Budget. The increases in Income Tax, \$5.9M, Property Tax, \$2.2M, use of prior and current year surplus, \$2.0M, Recordation Tax, \$1.0M, and investment income, \$0.5M, are partially offset by a reduction of Local Income tax transferred in from the Capital Fund for Board of Education Debt Service, (\$0.6M).
- Property Tax increases 1.1%, or \$2.2M, from the FY 17 Budget. Positive reassessments in FY 16 – 18 result in Property Tax revenue growth of 2.4% in FY 18, but is partially offset by a \$2.0M increase in the amount of Property Tax transferred directly to the Agricultural Land Preservation project in the Capital fund.
- Income Tax is up \$5.9M, a 4.2% increase from the FY 17 budget. Growth in distributions is planned at 5.0% above the FY 17 Forecast. Carroll historically outperforms the State due to our higher average income and lower unemployment rate.
- Recordation is up \$1.0M from the FY 17 Budget. This revenue is driven by activity in the housing market. After numerous years of a depressed housing market, indicators, such as average sale price, number of units sold, and the days on the market, are showing continued improvement.

Expenditures

A 3.0% salary increase is included for County personnel in FY 18.

General Fund:

Carroll County Public Schools Summary (109-112)

- County funding to Carroll County Public Schools (CCPS) is up \$5.0M, or 2.8%, from FY 17.
- In FY 16, the Board of Commissioners voted to temporarily redirect 2.0% of Local Income Tax, traditionally appropriated directly to the Capital Fund for Board of Education construction projects, to the Public Schools operating budget. The redirected percentage of Local Income Tax decreases 0.5% in FY 18, with 7.59% earmarked for school construction.

Education Other Summary (115-119)

- Carroll Community College increases \$0.9M, or 10.3%, which includes \$0.6M for a 3% salary increase.
- Carroll County Public Library is up \$0.4M, or 4.5%, which includes a 3.0% operating increase.

Public Safety and Corrections Summary (123-153)

- Circuit Court increases \$0.2M, or 10.6%, due to an increase in Bailiffs' salaries and OPEB allocations.
- Public Safety 911 increases \$0.3M, or 5.4%, due to the addition of an Emergency Communication Systems Specialist, costs associated with the Computer Aided-Dispatch and Records Management system, implementation of a wide-area network for VESA, and a one-time contribution to the University of Maryland Shock Trauma Center.
- Total Sheriff Services increases \$1.6M, or 7.6%, for continued implementation of an enhanced salary plan, home monitoring equipment, and an enhanced Correctional Deputy pension.
- State's Attorney's increases \$0.3M, or 8.5%, due to an additional Drug Treatment and Education Liaison position and OPEB allocations.
- VESA/EMS funding includes an ongoing increase of 3%, partially offset by a reduction for costs associated with computer-aided dispatch and records management that are now included in Public Safety 911's budget. One-time funding of \$0.3M is in FY 18 and includes \$0.1M toward a reserve ambulance and \$0.2M for Self-Contained Breathing Apparatus.

Public Works Summary (157-169)

- Public Works increases \$2.0M, or 6.3%, for maintenance of the closed schools and OPEB allocations.

Citizen Services Summary (173-199)

- Citizen Services increases \$0.2M, or 7.9%, due to the potential opening of the Warming and Cooling Center on Federal holidays as needed, employee turnover, and reclassifications.

- Citizen Services - Non-Profits increases \$0.1M, or 3.5%, which includes one-time funding for CHANGE, Inc. and additional funding for The Arc Carroll County, Target Community and Education Services, and Youth Services Bureau's substance abuse treatment.

Culture and Recreation Summary (203-217)

- Recreation and Parks increases \$0.1M, or 6.8%, due to a reception area renovation in the Administration office, vendor services, repairs to the main building at the Sports Complex, salary adjustments, minimum wage effects, and the extended open season at Piney Run Park.

General Government Summary (221-286)

- County Attorney decreases \$0.1M, or 15.0%, due to the elimination of a long-term contract between the County and the Department of Social Services (DSS). DSS employees were housed and paid by the County, and the County was reimbursed by the DSS. With the elimination of the contract, these employees will now be housed and paid by DSS.
- Comptroller increases \$52,000, or 1.8%, due to a new web-based CAFR system, professional development, and salary adjustments.
- Human Resources decreases \$3.9M, or 20.4%, due to a one-time reduction to rebalance the Internal Service Fund, an ongoing reduction for prescription rebates, and an increased allocation of OPEB to individual budgets.
- Technology Services increases \$0.2M, or 3.3%, due to one-time funding for the County website overhaul and additional software and hardware purchases.
- Board of Elections increases \$0.1M, or 9.9%, due to an additional early voting center, increased hours for a contractual position, and additional equipment costs which will also be included in FY 19.
- County Commissioners increases \$80,000, or 12.6%, due to one-time funding for the promotion of Carroll County and Celebrating America as well as funding for the Ft. Meade Alliance and the BWI Business Partnership.

Debt, Transfers, and Reserves Summary (297-302)

- Agricultural Land Preservation Debt Service increases \$75,000, or 4.2%, due to planned Installment Purchase Agreement (IPA) easement transactions. There is an increase in FY 19 and FY 22 due to IPAs maturing. The debt service will be offset by revenue.
- Intergovernmental Transfers, or Town-County Agreements, increases \$41,000, or 1.3%, due to inflation and an increase in town population.
- Interfund Transfers increases \$4.5M, or 58.6%, due to an increase in transfer to capital of \$3.1M, \$1.0M transfer to the Fiber Network Enterprise Fund, and \$0.4M to Public Safety grants.
- The Reserve for Contingencies is generally set at 1% of the General Fund revenues, and for FY 18 it includes funding for contracted inmate beds.
- Included in FY 18 is a Reserve for Position Reclassifications of \$0.2M and a Reserve for Positions of \$0.7M, \$0.5M ongoing and \$0.2M one-time.

Other Funds:

Airport Enterprise Fund (331-333)

Airport increases \$36,000, or 1.7%, due to additional expenses associated with employee benefits and grounds maintenance.

Fiber Network Enterprise Fund (337-339)

Fiber Network increases \$16,000, or 4.2%, due to anticipated relocation of fiber, core switch maintenance, and pole insurance.

Septage Facility Enterprise Fund (347-349)

Septage decreases \$0.2M, or 16.8%, due to a decrease in gallons to be processed.

Solid Waste Enterprise Fund (353-361)

Solid Waste Enterprise Fund increases \$0.1M, or 1.6%, due to an increase in the Northeast Maryland Waste Disposal Authority membership fee and planned increase in revenue in excess of expenditures. This revenue will be accumulated to support future waste management strategies.

Utilities Enterprise Fund (365-374)

Water and Sewer Enterprise Fund increases \$125K due to repairs, replacements, and rehabilitations to capital assets and an increase in the City of Baltimore water purchases

Grant Fund Summary (377-394)

Overall, every \$1.00 of County match/contribution brings in approximately \$5.51 of grant funding.

OPEB Fund Summary (397)

The OPEB Fund increases \$0.5M, or 4.5%, due to an increase in costs for current retirees.

LOSAP Fund Summary (400)

LOSAP includes \$0.1M of funding in FY 18.

Special Revenue Fund (401)

Watershed Protection and Restoration Fund increases \$0.2M, or 7.6%, due to debt service.

Risk Management Workers Compensation ISF Summary (409)

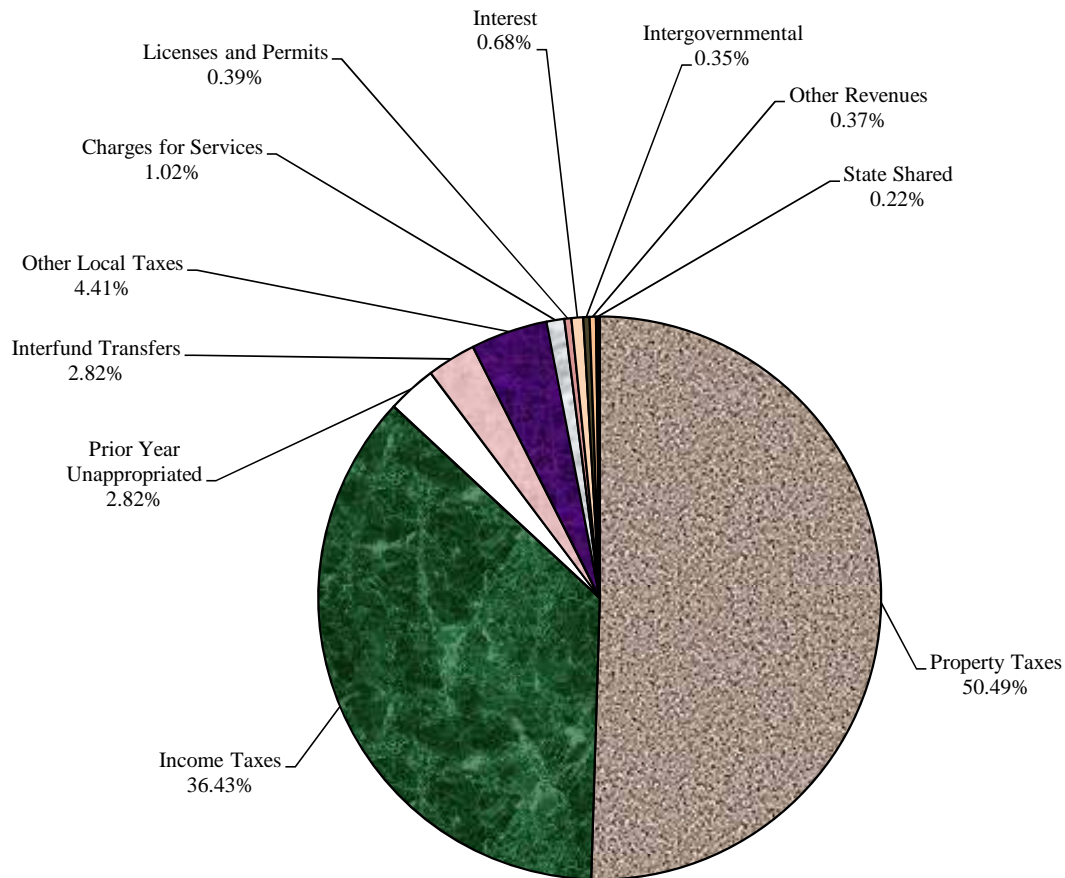
Funding of \$1.1M is included in FY 18.

General Fund Appropriations

General Fund Sources - By Category

Fiscal Year 2018 Budget

\$399,771,040

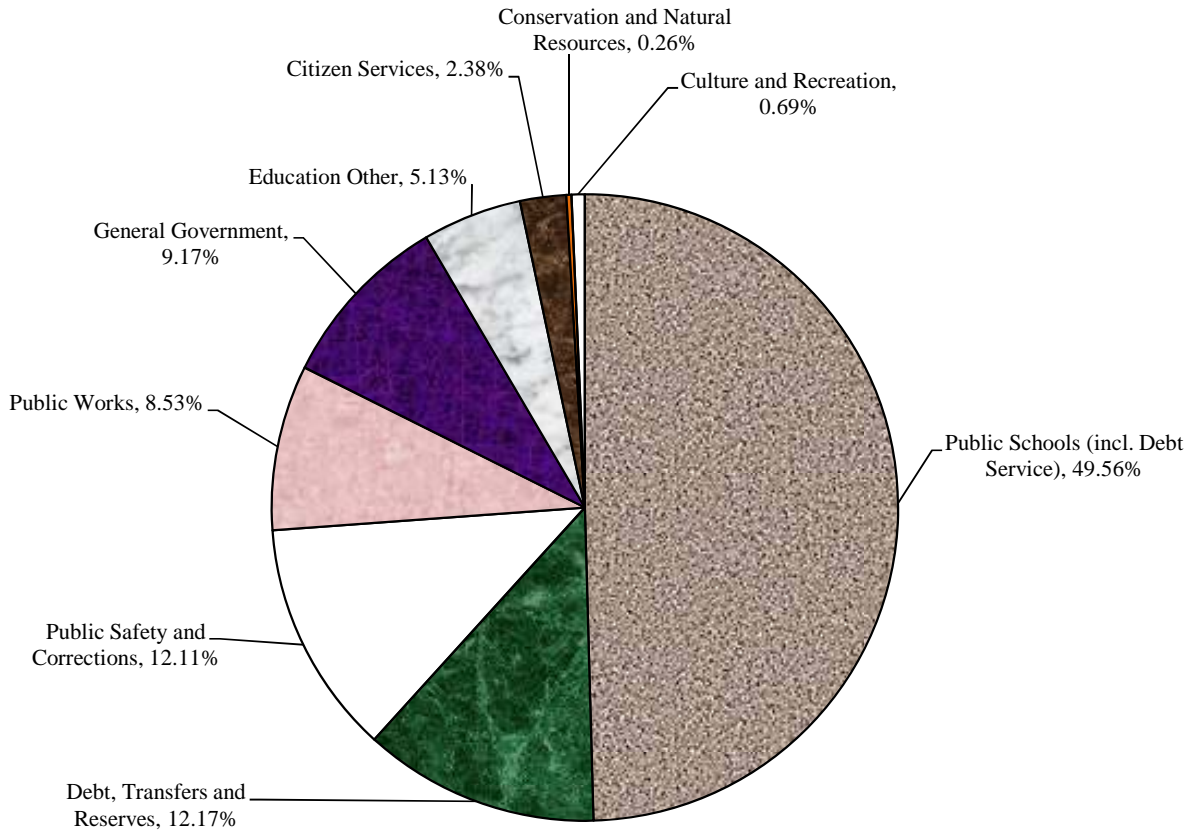


Category	FY 16 Actuals	FY 17 Budget	% Chg from FY 16	FY 18 Budget	% Chg from FY 17
Property Taxes	\$197,552,925	\$199,647,417	1.06%	\$201,863,310	1.11%
Income Taxes	137,512,883	139,692,655	1.59%	145,624,240	4.25%
Prior Year Unappropriated	14,403,050	9,198,782	100.00%	11,286,840	22.70%
Interfund Transfers	12,272,336	11,904,240	-3.00%	11,268,050	-5.34%
Other Local Taxes	17,117,986	16,423,050	-4.06%	17,611,930	7.24%
Charges for Services	3,886,795	4,009,766	3.16%	4,082,420	1.81%
Licenses and Permits	1,507,347	1,597,700	5.99%	1,577,170	-1.28%
Interest	2,020,489	2,184,020	8.09%	2,723,000	24.68%
Intergovernmental	1,326,093	1,380,350	4.09%	1,389,970	0.70%
Other Revenues	8,705,774	1,604,420	-81.57%	1,465,110	-8.68%
State Shared	826,599	764,600	-7.50%	879,000	14.96%
Bonds/Notes Proceeds	8,044,326	0	-100.00%	0	0.00%
Total	\$405,176,603	\$388,407,000	-4.14%	\$399,771,040	2.93%

General Fund Uses - By Category

Fiscal Year 2018 Budget

\$399,876,410



<u>Category</u>	FY 16 Actuals	FY 17 Budget	% Chg from FY 16	FY 18 Budget	% Chg from FY 17
Public Schools (incl. Debt Service)	\$190,607,652	\$193,889,000	1.72%	\$198,166,430	2.21%
Debt, Transfers and Reserves	41,944,447	44,209,180	5.40%	48,682,560	10.12%
Public Safety and Corrections	50,557,325	45,857,480	-9.30%	48,433,840	5.62%
Public Works	28,622,555	31,995,250	11.78%	34,125,760	6.66%
General Government	26,130,384	40,779,780	56.06%	36,660,250	-10.10%
Education Other	27,677,507	19,114,600	-30.94%	20,526,060	7.38%
Citizen Services	8,972,305	9,098,520	1.41%	9,504,050	4.46%
Conservation and Natural Resources	1,017,475	964,250	-5.23%	1,031,510	6.98%
Culture and Recreation	2,906,021	2,498,940	-14.01%	2,745,950	9.88%
Total	\$378,435,671	\$388,407,000	2.63%	\$399,876,410	2.95%

General Fund Revenue Analysis

Carroll County's General Fund receives revenues from over 120 sources including taxes, permit fees, State aid, user fees and investment income. Approximately 87.0% of revenue comes from Total Property and Income Taxes.

Revenue In Millions	FY 17 Budget	Percent of Total	FY 17 Revised Forecast	Percent of Total	FY 18 Budget	Percent of Total	Cumulative Percent of Total
Real Property	\$184.6	47.5%	\$185.0	47.5%	\$186.7	46.7%	46.7%
Railroad and Public Utilities	6.8	1.8%	7.1	1.8%	7.0	1.8%	48.4%
Ordinary Business	8.2	2.1%	8.0	2.1%	8.1	2.0%	50.5%
Total Property	\$199.6	51.4%	\$200.1	51.4%	\$201.8	50.5%	50.5%
Income Tax	139.7	36.0%	139.4	35.8%	145.6	36.4%	86.9%
Recordation Tax	13.5	3.5%	14.1	3.6%	14.5	3.6%	90.5%
Investment	1.3	0.3%	1.0	0.3%	1.9	0.5%	91.0%
Cable Franchise Fee	1.6	0.4%	1.6	0.4%	1.7	0.4%	91.4%
911 Service Fee	1.0	0.3%	1.1	0.3%	1.1	0.3%	91.7%
Building Permits	0.5	0.1%	0.5	0.1%	0.5	0.1%	91.8%
Total Major Revenues	\$357.2	92.0%	\$357.8	91.8%	\$367.1	91.8%	91.8%
Other Annual Revenues	10.1	2.6%	10.7	2.7%	10.1	2.5%	94.3%
Total Annual Revenues	367.3	94.6%	368.5	94.6%	377.2	94.3%	94.3%
Other Revenues	21.1	5.4%	21.1	5.4%	22.6	5.7%	100.0%
Total Revenue	\$388.4	100.0%	\$389.6	100.0%	\$399.8	100.0%	100.0%

Percentages may not add to 100% due to rounding

Top Five General Fund Revenues

Real Property Tax

Largest Revenue Source at 46.7% of Total. The Real Property Tax group includes nine separate taxes, credits, and charges. The two most significant are the Real Property Tax and the Homestead Tax Credit.

Properties are assessed by the Maryland Department of Assessment and Taxation while the Board of County Commissioners sets the Property Tax rate. Applying the County tax rate to the State assessment determines the amount of taxes owed.

For assessment purposes, the State divides Carroll County into three assessment groups, as follows:

Group 1	New Windsor, Franklin, Mt. Airy, Berrett, and Freedom
Group 2	Myers, Manchester, Hampstead, and Woolerys
Group 3	Taneytown, Middleburg, Uniontown, Westminster, and Union Bridge

In FY 12 the Board of Commissioners lowered the rate from \$1.048 per one hundred dollars of assessed value to \$1.028. In FY 13 the Board lowered it again to \$1.018. In FY 15 the Commissioners adopted a \$.01 per \$100 of assessed value Property Tax rebate. Each year the State reassesses one group, resulting in a complete reassessment of the County every three years. The Homestead Tax Credit, set by the County Commissioners, limits annual tax bill increases to no more than 5.0% each year. Only primary residences are eligible for this credit. Decreased assessments, regardless of the property type, are fully applied in the first year. The total of the assessed values of local property is the County's assessable base, which can change through reassessment and the loss or gain of buildings and personal property.

In order to determine our revenue projection, we consider various sources of information. The first source is the Maryland State Department of Assessments and Taxation (SDAT). They provide assessment estimates in November and March for the current and upcoming year. These estimates are the primary source for our Property Tax projections and can be accessed at <http://dat.maryland.gov/Pages/Assessable-Base-Report.aspx>. Secondary sources of information are building permit activity reports, recordation reports, and real estate sales information. These reports, along with prior year data, are reviewed in order to properly perform a trend analysis. These trends provide the foundation for projecting the remainder of the current fiscal year and for planning in future fiscal years.

The assessable base includes three major categories of assessment: residential property, commercial and industrial property, and agricultural property. Typically, residential properties increase demand for services. Commercial/industrial and agricultural properties generally pay more in taxes than the cost of the services they require. A strong commercial/industrial base can relieve the tax burden on residents. Conversely, a relatively small commercial/industrial base increases the burden to residential taxpayers, often constraining the level of services that can be offered at a given tax rate. Immediately following this revenue summary is a three-year chart showing Carroll County in comparison to the assessable bases of other counties and Baltimore City.

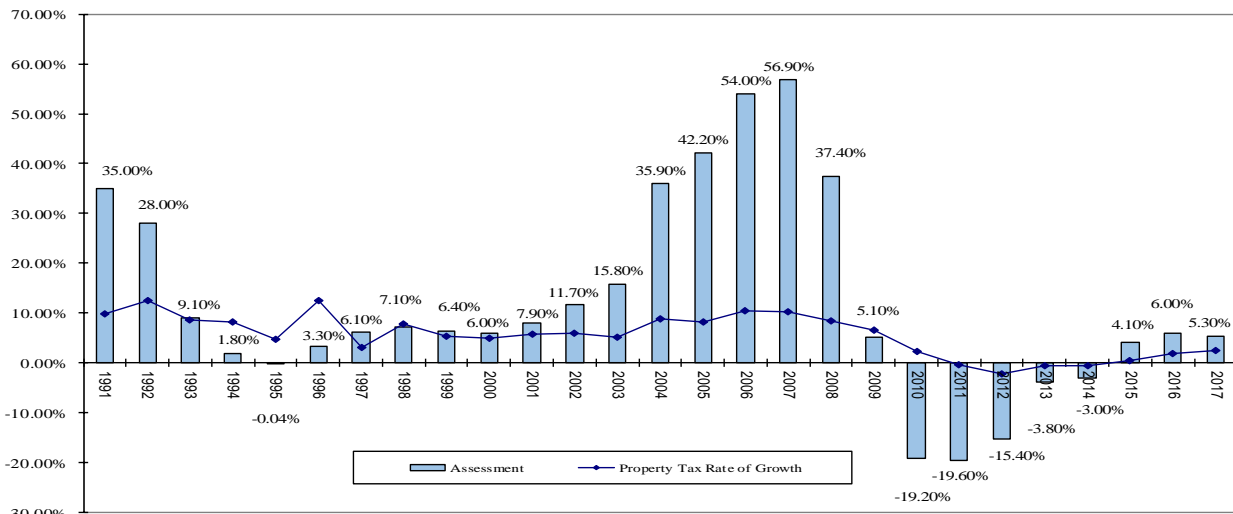
The booming real estate market of the early 2000s began to cool down in 2006, and by 2008 the market had slowed significantly. However, primarily due to the impact of the Homestead Tax Credit, and to a lesser extent growth in reassessments, Property Tax revenue remained fairly strong through FY 10. However, steep negative residential reassessments hit all three groups in FY 11, FY 12, and FY 13. FY 14 and FY 15 also had negative reassessments but a much smaller drop than FY 11 – 13. These drops wiped out most of the deferred Property Tax growth associated with the Homestead Tax Credit. As a result, future years are likely to experience slower Property Tax growth than recent years.

The Homestead Tax Credit limits tax increases for owner-occupied residential properties during times of high assessment growth. This cap was originally established in FY 96 at 10.0% as a way to limit the amount a Property Tax bill could increase. During FY 06, the Commissioners lowered this credit to 7.0%. By lowering this cap during a time of rising reassessments, a reserve of deferred growth was created. The thinking was that as assessments slowed or flattened, taxable assessments would catch up with actual assessments. The result was several years of 7.0% growth in Property Taxes. Whether assessments were rising, slowing, or flattening, the expectation was there would be a predictable growth pattern. In FY 11 the Commissioners lowered this credit to 5.0%.

The hope for a fairly steady growth pattern in Carroll was undercut by sharp decreases in assessments in all three Groups. From FY 11 to FY 13, reassessments dropped 19.2%, 19.6%, and 15.4%, respectively. FY 14 and FY 15 saw drops in reassessments of 3.8% and 3.0%. This combination of negative reassessments resulted in almost all of the Homestead Tax credit reserves being eliminated. These negative reassessments, combined with a \$0.02 Real Property Tax rate reduction in FY 12, and a \$0.01 reduction in FY 13, resulted in a decrease in tax revenue in FY 15. FY 16 showed the first positive reassessment in six years at 4.1%. FY 17 and FY 18 also showed positive reassessment of 6.0% and 5.3%, respectively, resulting in growth in Real Property Tax revenue. The expectation for FY 19 – 23 is to see modest assessment growth of 2.0% – 3.0%.

The graph below shows the average reassessment of the individual groups. As mentioned above, one-third of the County is assessed each year. Each point on the graph is the average reassessment of one of the three areas. The graph also illustrates the cyclical nature of property assessments.

Carroll County Assessments



Income Tax

Second Largest Revenue Source at 36.4% of Total. Income Tax is calculated as a percentage of net taxable State income. The State cap for Income Tax is 3.20%. The Board of County Commissioners lowered the tax rate from 3.05% to 3.04% effective January 1, 2014. The Commissioners also lowered the rate an additional 0.01% to 3.03% effective January 1, 2015. The State Comptroller's Office administers, collects, and distributes this tax to the counties and municipalities.

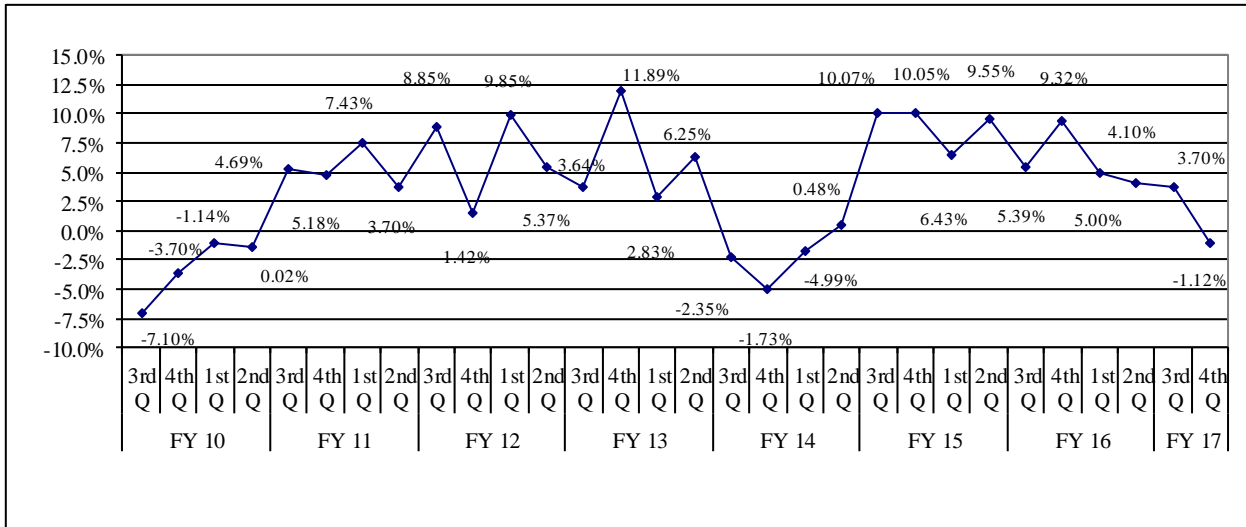
Income Tax is primarily General Fund revenue; however, 9.09% of Income Tax is traditionally dedicated to the capital budget for school construction and debt service. The Commissioners reduced the percentage of Income Tax going to school capital and debt to 7.09% in FY 16 through FY 17, 7.59% in FY 18, and to 8.09% in FY 19, with dedicated funding returning to 9.09% in FY 20. The released money during these years will be used for the school operating budget.

The budget for Income Tax is based on several factors, including a trend analysis of recent distributions, economic analysis of changes made at the State level, the local and national economy, and estimates provided by the State Comptroller's Office. FY 18 is budgeted at \$145.6M, which is \$5.9M above the FY 17 Budget of \$139.7M, or a 4.2% increase. The growth is primarily due to the expected growth in major distributions, which includes withholdings and estimated payments. Historically, Carroll's growth has been higher than the State-wide figure. The main reason for this expectation is that Carroll's income levels are higher than the State-wide average, and Carroll's unemployment rate is lower than the state-wide average. In addition, a higher proportion of Carroll's Income Taxes come from withholding of wages and salaries.

Other jurisdictions in the State have a higher portion of their Income Taxes coming from estimated payments, which cover everything from small businesses to investments. Estimated payments and the income associated with them are more volatile and have fallen at a greater rate than wage and salaries.

Approximately 90.0% of Income Tax revenue is received in quarterly distributions of withholdings and estimated payments. The graph below shows the growth in the distributions from the same period in the prior year. After seeing a period of negative distributions, Carroll is now experiencing positive growth.

Growth on Quarterly Income Tax Distributions



Recordation

Third Largest Revenue Source at 3.6% of Total. Recordation Tax is calculated on the value of recorded mortgages, deeds, and other documents conveying title or creating liens on real and personal property. Recordation revenue is directly affected by the economy and housing market.

Recordation spiked in the middle part of the 2000s due to low interest rates, strong housing demand, and rapidly rising home values. This revenue reached an all-time high of \$22.8M in FY 06. However, with the struggling housing market, recordation plummeted from the high in FY 06 to a bottom of \$7.7M in FY 11. Recordation has been improving since FY 11 and is expected to reach \$14.1M in FY 17. FY 18 is projected to show continued growth due to increased activity in the housing market and is projected at \$14.5M.

In addition to the historical collection data referenced above, we also review predictions from experts within the housing industry to determine the proper level for Recordation. Finally, we look to the local real estate market, in particular accessing the Metropolitan Regional Information Systems database, which provides sales data on existing properties. Factors such as average home sale price, total units sold, average days on the market, and active listings were reviewed. These indicators show improvement in the housing market and have a positive impact on the County's revenue picture.

	2014	2015	2016	% Change from 2015
Sold Dollar Volume	\$548.0M	\$671.2M	\$797.5M	18.8%
Average Sold Price	\$298,000	\$300,000	\$310,310	3.4%
Units Sold	1,836	2,239	2,570	14.8%
Average Days on Market	84	93	82	(11.8%)

Ordinary Business

Fourth Largest Revenue Source at 2.0% of Total. All corporations are required to file Personal Property Tax returns with the State. The taxable value of personal property is based on its original value less an annual depreciation allowance multiplied by the current tax rate. The County Commissioners lowered this rate from \$2.62 per \$100 of assessed value in FY 11, to \$2.57 in FY 12, and then lowered it again to \$2.545 in FY 13. In FY 14, the Board of County Commissioners lowered the rate to \$2.515 per \$100 of assessed value. Commercial and manufacturing inventory, manufacturing machinery, farm implements, and livestock are exempt from local taxation. Ordinary business is influenced by the economy and growth in the commercial/industrial base. State provided assessment estimates can be accessed at <http://dat.maryland.gov/Pages/Assessable-Base-Report.aspx>.

Railroad and Public Utilities

Fifth Largest Revenue Source at 1.8% of Total. Property Taxes for railroads and public utilities are combined into one revenue. In FY 12 the Board of County Commissioners lowered the Personal and Real Property Tax rates from \$2.62 and \$1.048 per one hundred dollars of assessed value to \$2.57 and \$1.028, respectively. In FY 13 the Board lowered them further to \$2.545 and \$1.018. Prior to FY 14, the Personal Property Tax rate was set by the State at 2.5 times the Property Tax. In FY 14, the State of Maryland decoupled the Personal Property Tax rate from the Real Property Tax rate. The Personal Property Tax rate can be no more than 2.5 times the Real Property Tax rate. In FY 14, the Board of County Commissioners lowered the Personal Property Tax rate from \$2.545 to \$2.515 per \$100 assessed value, where it remains. The Real Property Tax rate is applied to railroad real property, while the Personal Tax Rate is applied to railroad personal property and to both the real and personal property of public utilities.

In Carroll County, approximately 80.0% of these collections come from two utility companies: BGE and Verizon. Railroad and public utilities revenue is anticipated to come in at \$7.1M for FY 17, and is planned to decrease slightly in FY 18 to FY 23 due to a reduction in assessable base associated with depreciation of assets. The State of Maryland provides assessment estimates can be accessed at <http://dat.maryland.gov/Pages/Statistics-Reports.aspx>.

Other Revenues of Note

Investment Income

The County invests revenue receipts until they are needed to pay for expenditures. Maryland State law dictates a conservative investment approach to protect taxpayers' money. Carroll County invests primarily in short-term investments such as Maryland Local Government Investment Pool, Bankers' Acceptances, Repurchase Agreements, U.S. Government Agency, and U.S. Government sponsored instruments.

This revenue budget is based on a combination of factors. First, a trend analysis is performed on historical portfolio balances and interest rates. Second, we review capital projects planned to be constructed to determine when tax dollars appropriated are likely to be spent. This helps in determining whether the portfolio balance is likely to experience a material change beyond what

the trend analysis reflects. Third, we review the current market conditions and follow the Federal Reserve pronouncements in order to determine the expected interest rate.

During FY 08 the housing market slowed dramatically. The Federal Reserve reacted by lowering the federal funds rate from 5.25% to 2.00%. During FY 09, as the economy continued to struggle, the rate was lowered several more times. Ultimately it reached the 0.0% – 0.25% target range. The Federal Reserve first raised interest rates in December 2015 to 0.25% – 0.5%. Recent Federal Reserve interest rate increases occurred in December 2016 and again in March 2017 bringing the interest rates to between 0.75% – 1.0%.

As a result of these rate reductions, short-term investment rates dropped. Callable investments were called early. Short-term investments were reinvested at lower rates while longer term investments haven't earned much more. These dramatic decreases have directly impacted our investment income. In FY 07 and 08 we collected \$8.6M. This amount dropped to \$4.0M in FY 09 followed by \$1.4M in FY 10 and \$1.1M in FY 11. FY 17 is projected at \$1.0M.

The FY 18 weighted average of the current portfolio is 1.125%. This is up from 0.625% in FY 17. In FY 18, investment income is projected to increase to \$1.9M to correspond with the lifting of interest rates from the Federal Reserve. This budget is based primarily on maintaining a \$165.0M portfolio. This revenue also includes approximately \$0.45M annually in interest associated with older Installment Purchase Agreements.

Cable Franchise Fee

The County charges a fee to Comcast for the ability to provide cable services in Carroll County. This fee is equal to five percent of specific categories of annual cable gross revenues. Forty percent of this amount is dedicated to funding the Community Media Center for Public, Educational, and Government programming. As part of the FY 16 budget process, the Commissioners elected to unrestrict the Cable Franchise Fee. The annual revenue is estimated at \$1.6M in FY 17 and is projected at \$1.7M in FY 18.

911-Service Fee

The State of Maryland requires all counties to have an operational enhanced 911 system. In order to partially fund this expense, Carroll County imposes a monthly service fee of \$0.75 on all telephones, both cellular and landlines. This revenue is projected in FY 18 – FY 23 to remain flat from FY 17 at \$1.1M.

Building Permits

Building permit fees are collected for construction and modification of residential and commercial/industrial buildings. Until FY 07 building permits generated at least \$1.0M annually; however, the combination of a housing market slowdown and changes in the Maryland Department of Environment's water requirements led to a significant reduction in revenue. Our projection for FY 17 is \$0.5M. Based on current trends in the housing market, the budget for FY 18 is \$0.5M.

Annual Revenues

Annual revenues, ranging from Property Taxes to park entrance fees, generate approximately 94.3% of total revenue. Individually, these revenues may experience varying levels of growth or decline. However, as a whole, revenues have shown positive growth over the past ten years. FY 18 is budgeted to grow \$9.9M, or 2.7%, from FY 17.

Other Revenues

Revenues that are not considered recurring are given separate recognition in the budget. Referred to as other revenues, or below the line revenues, these funds vary greatly from year to year. The largest component, \$10.9M in FY 18, is dedicated Local Income Tax revenue for Public School construction that is transferred from the Capital Fund to the General Fund to pay for school related debt service. The second largest is prior year unappropriated reserve, which is commonly referred to as the surplus, and is planned at \$9.9M in FY 18.

Assessable Base

Comparison of Maryland Jurisdictions by Property Type

Jurisdiction	FY 15			FY 16			FY 17		
	Commercial/ Industrial	Residential	Agricultural	Commercial/ Industrial	Residential	Agricultural	Commercial/ Industrial	Residential	Agricultural
Baltimore City	24.48%	71.90%	3.62%	24.45%	71.77%	3.78%	41.60%	58.40%	0.00%
Prince George's	27.49%	71.20%	1.31%	28.00%	70.69%	1.31%	30.60%	69.06%	0.34%
Washington	22.43%	76.94%	0.63%	22.87%	76.51%	0.63%	30.16%	65.16%	4.67%
Allegany	38.75%	61.25%	0.00%	39.77%	60.23%	0.00%	25.94%	70.39%	3.66%
Wicomico	11.48%	86.14%	2.38%	11.31%	86.35%	2.34%	24.95%	70.17%	4.88%
Montgomery	17.23%	72.27%	10.50%	17.41%	72.21%	10.38%	23.16%	76.49%	0.36%
Anne Arundel	12.84%	81.83%	5.34%	12.81%	81.91%	5.28%	23.06%	76.32%	0.62%
Howard	19.81%	75.41%	4.78%	19.93%	75.35%	4.72%	21.61%	77.49%	0.90%
Cecil	18.60%	78.70%	2.70%	19.49%	77.88%	2.63%	20.86%	73.76%	5.37%
Frederick	19.78%	74.79%	5.43%	20.05%	74.56%	5.39%	20.19%	75.17%	4.64%
Harford	18.71%	78.32%	2.97%	19.61%	77.48%	2.91%	20.18%	77.03%	2.80%
Somerset	20.78%	78.28%	0.94%	20.88%	78.18%	0.93%	19.81%	69.58%	10.61%
Charles	13.65%	73.01%	13.33%	13.32%	73.21%	13.46%	18.82%	78.59%	2.59%
Dorchester	10.65%	83.98%	5.37%	10.74%	83.94%	5.32%	17.64%	72.25%	10.10%
Caroline	31.19%	68.45%	0.36%	31.06%	68.59%	0.35%	16.88%	68.58%	14.54%
Kent	12.05%	78.10%	9.85%	12.19%	78.01%	9.80%	16.49%	70.52%	12.99%
Worcester	22.26%	77.37%	0.37%	23.00%	76.64%	0.36%	15.76%	82.38%	1.86%
St. Mary's	24.19%	70.89%	4.92%	24.69%	70.45%	4.86%	13.58%	81.21%	5.21%
Carroll	13.32%	81.37%	5.31%	13.65%	81.04%	5.31%	12.88%	82.03%	5.08%
Queen Anne's	18.16%	71.40%	10.44%	18.10%	71.25%	10.65%	12.43%	77.88%	9.69%
Talbot	29.27%	65.90%	4.84%	29.42%	65.83%	4.75%	12.43%	76.03%	11.55%
Baltimore Co.	16.09%	69.64%	14.26%	16.84%	68.72%	14.44%	11.27%	86.40%	2.33%
Calvert	11.82%	76.68%	11.50%	12.25%	76.26%	11.49%	11.27%	86.40%	2.33%
Garrett	16.05%	82.10%	1.84%	16.03%	82.10%	1.86%	10.88%	83.74%	5.37%
State Total	23.40%	74.78%	1.82%	23.87%	74.36%	1.78%	24.18%	74.10%	1.73%

Numbers may not add to 100% due to rounding

Source: State Department of Assessments and Taxation, AIMS 2 Report

Chart Organized by Commercial/Industrial Assessable Base

General Fund Operating Revenues

Revenue	FY 16 Actuals*	FY 17 Budget	FY 18 Budget	Increase (Decrease)	% Change
Real Property Tax	\$182,083,800	\$184,399,190	\$186,622,180	\$2,222,990	1.21%
Property Tax Rebate	(2,521)	0	0	0	0.00%
Taxes - Discounts	(794,936)	(800,000)	(800,000)	0	0.00%
Senior Tax Credit	(8,060)	(20,000)	(20,000)	0	0.00%
Penalty and Interest	903,009	800,000	800,000	0	0.00%
Homestead Tax Credit	(181,147)	(228,073)	(313,870)	(85,797)	37.62%
Personal Property Tax	314,110	250,000	303,000	53,000	21.20%
Railroad and Public Utility	6,934,561	6,850,300	7,045,000	194,700	2.84%
Ordinary Business Tax	6,984,274	7,931,000	7,777,000	(154,000)	-1.94%
Prior Years Taxes Deferred	1,111,124	300,000	300,000	0	0.00%
Heavy Equipment Tax	113,555	100,000	100,000	0	0.00%
Semi-Annual Service Charges	95,156	65,000	50,000	(15,000)	-23.08%
Total Local Property Taxes	\$197,552,925	\$199,647,417	\$201,863,310	\$2,215,893	1.11%
Income Tax	\$137,512,883	\$139,692,655	\$145,624,240	\$5,931,585	4.25%
Admissions	\$387,725	\$306,000	\$315,200	\$9,200	3.01%
PILOT	16,345	25,960	6,730	(19,230)	-74.08%
911 Service Fee	1,092,094	1,030,000	1,090,000	60,000	5.83%
Cable Franchise Fee	1,527,904	1,561,090	1,700,000	138,910	8.90%
Recordation Fee	14,093,918	13,500,000	14,500,000	1,000,000	7.41%
Other Local Taxes	\$17,117,986	\$16,423,050	\$17,611,930	\$1,188,880	7.24%
State Aid - Police Protection	\$826,599	\$764,600	\$879,000	\$114,400	14.96%
Total State Shared Taxes	\$826,599	\$764,600	\$879,000	\$114,400	14.96%
Beer, Wine, Liquor Licenses	\$207,925	\$201,600	\$202,000	\$400	0.20%
Amusements	3,339	5,500	5,670	170	3.09%
Traders Licenses	136,115	130,000	133,900	3,900	3.00%
Mobile Home Licenses	65,673	63,700	65,000	1,300	2.04%
Animal Licenses	68,544	75,000	90,000	15,000	20.00%
Kennel Licenses	18,150	18,000	18,500	500	2.78%
Building Permits	469,398	549,000	525,000	(24,000)	-4.37%
Plumbing Licenses	19,435	45,000	20,000	(25,000)	-55.56%
Marriage Licenses	31,440	32,000	33,000	1,000	3.13%
Electrical Licenses	22,050	45,000	22,000	(23,000)	-51.11%
Utility Construction Permits	33,850	33,000	34,000	1,000	3.03%
Electrical Permits	213,955	175,000	200,000	25,000	14.29%
Grading Permits	18,105	21,500	22,200	700	3.26%
Use and Occupancy Certificates	21,500	25,000	22,500	(2,500)	-10.00%
Zoning Certificates/Ordinances	2,394	2,400	2,400	0	0.00%
Plumbing Permits	167,650	170,000	175,000	5,000	2.94%
Reinspection Fees	7,825	6,000	6,000	0	0.00%
Total Licenses and Permits	\$1,507,348	\$1,597,700	\$1,577,170	(\$20,530)	-1.28%

General Fund Operating Revenues

Revenue	FY 16 Actuals*	FY 17 Budget	FY 18 Budget	Increase (Decrease)	% Change
State Aid - Fire Protection	\$346,759	\$400,000	\$388,000	(\$12,000)	-3.00%
Bond Interest Subsidy	784,628	773,350	768,970	(4,380)	-0.57%
State Aid - Various Reimbursements	455	0	0	0	0.00%
Grand and Petit Jury Reimbursement	40,850	56,000	56,000	0	0.00%
Circuit Court Master Reimbursement	153,401	151,000	177,000	26,000	17.22%
Total Intergovernmental	\$1,326,093	\$1,380,350	\$1,389,970	\$9,620	0.70%
Lien Certification	\$215,207	\$210,000	\$216,500	\$6,500	3.10%
Data Processing Services	3,440	5,500	3,400	(2,100)	-38.18%
Hearing Fees - Board of Zoning Appeals	15,370	12,000	12,400	400	3.33%
Copy Fees	14,583	14,000	14,500	500	3.57%
Health Dept	48,296	61,800	50,000	(11,800)	-19.09%
Hearing Fees - Zoning Administration	11,100	10,000	10,300	300	3.00%
Total General Government	\$307,996	\$313,300	\$307,100	(\$6,200)	-1.98%
Sheriff Salary Recovery	\$10,781	\$1,000	\$1,050	\$50	5.00%
Sheriff Fees	75,363	103,000	105,000	2,000	1.94%
Sheriff - Town Deputy	100,314	102,500	105,000	2,500	2.44%
Detention Center	171,659	171,600	171,600	0	0.00%
Detention Center - Commissary	67,846	43,000	65,350	22,350	51.98%
Detention Center - Home Detention	11,892	15,500	16,000	500	3.23%
Detention Center - Juvenile Transport	36,206	45,000	46,350	1,350	3.00%
Detention Center - Work Release	67,844	80,000	82,400	2,400	3.00%
Citations	7,810	5,000	5,150	150	3.00%
Circuit Court Annex - Rent and Heat	12,994	13,000	13,000	0	0.00%
Inspection Fees - Roads	84,117	150,000	154,500	4,500	3.00%
Inspection Fees - Development Review	20,429	5,000	7,500	2,500	50.00%
Inspection Fees - Fire Safety	5,066	45,000	23,000	(22,000)	-48.89%
Sex Offender Registry	25,200	25,200	25,200	0	0.00%
State Criminal Alien Asst. Program	6,321	8,000	5,680	(2,320)	-29.00%
Total Public Safety	\$703,842	\$812,800	\$826,780	\$13,980	1.72%
Vehicle Maintenance	\$500,004	\$478,850	\$500,000	\$21,150	4.42%
Road Maintenance	108,657	120,000	123,600	3,600	3.00%
Development Review Fees	98,104	100,000	115,000	15,000	15.00%
Flood Plain Review Fees	500	4,000	4,120	120	3.00%
Fuel Recovery	593,146	630,000	630,000	0	0.00%
Stormwater/Environmental Review Fees	27,407	33,500	34,500	1,000	2.99%
Engineering Review Fees	19,140	24,000	25,080	1,080	4.50%
Forest Conservation Review Fees	5,839	26,000	26,780	780	3.00%
Tower Fees	0	0	0	0	0.00%
Stormwater Maintenance Fees	0	0	0	0	0.00%
Weed Control	52,460	45,000	60,000	15,000	33.33%
Total Public Works	\$1,405,257	\$1,461,350	\$1,519,080	\$57,730	3.95%

General Fund Operating Revenues

Revenue	FY 16 Actuals*	FY 17 Budget	FY 18 Budget	Increase (Decrease)	% Change
Hashawha General Public Programs	\$5,258	\$6,000	\$5,000	(\$1,000)	-16.67%
Hashawha Concessions	526	800	800	0	0.00%
Hashawha Fees	202,168	250,000	240,000	(10,000)	-4.00%
Hashawha Outdoor School Meals	146,088	154,000	140,000	(14,000)	-9.09%
Hashawha School Programs	11,003	10,000	10,300	300	3.00%
Bear Branch Programs	15,270	4,000	3,000	(1,000)	-25.00%
Farm Museum Admissions	22,193	30,000	24,000	(6,000)	-20.00%
Farm Museum Concessions	74,336	35,000	50,000	15,000	42.86%
Farm Museum Sponsors	16,150	20,000	15,000	(5,000)	-25.00%
Farm Museum Wine Festival	409,901	390,000	380,000	(10,000)	-2.56%
Piney Run Admissions	174,326	175,000	191,000	16,000	9.14%
Piney Run Boat Rentals	71,304	60,000	70,000	10,000	16.67%
Piney Run Concessions	10,107	11,500	11,500	0	0.00%
Piney Run Programs	7,968	9,616	7,500	(2,116)	-22.00%
Piney Run Nature Center Concessions	2,119	2,000	2,000	0	0.00%
Piney Run Nature Center Facility	2,069	2,200	2,200	0	0.00%
Piney Run Nature Center Programs	10,182	14,000	14,000	0	0.00%
Piney Run Nature Camp	68,840	58,000	65,000	7,000	12.07%
Pavilion and Facility Rentals	54,356	50,000	55,000	5,000	10.00%
Sports Complex Advertisement	550	0	100	100	100.00%
Sports Complex Concessions	4,129	5,000	2,500	(2,500)	-50.00%
Sports Complex Rent/Lighting	40,236	45,000	46,350	1,350	3.00%
Sports Complex Tournament Fees	15,140	2,000	5,000	3,000	150.00%
Park Facility Rental	7,855	5,400	5,560	160	2.96%
Dog Park Memberships	4,725	4,300	2,700	(1,600)	-37.21%
Bus Trip Revenue	19,824	0	0	0	0.00%
Total Recreation	\$1,396,623	\$1,343,816	\$1,348,510	\$4,694	0.35%
Westminster Senior Center Classes	\$15,037	\$14,500	\$15,000	\$500	3.45%
North Carroll Senior Center Classes	15,538	22,000	22,660	660	3.00%
South Carroll Senior Center Classes	27,853	24,000	24,750	750	3.13%
Taneytown Senior Center Classes	2,040	4,000	4,120	120	3.00%
Mt. Airy Senior Center Classes	12,608	14,000	14,420	420	3.00%
Transportation Tickets	0	0	0	0	0.00%
Total Aging	\$73,076	\$78,500	\$80,950	\$2,450	3.12%
Circuit Court Fines	\$25,470	\$35,000	\$36,000	\$1,000	2.86%
Liquor License Fines	20,850	10,000	10,300	300	3.00%
Animal Violation Fines	8,770	12,000	12,000	0	0.00%
Humane Society Impound Fees	19,860	25,000	20,000	(5,000)	-20.00%
Parking Violations	1,300	1,000	250	(750)	-75.00%
Total Fines and Forfeits	\$76,250	\$83,000	\$78,550	(\$4,450)	-5.36%

General Fund Operating Revenues

Revenue	FY 16 Actuals*	FY 17 Budget	FY 18 Budget	Increase (Decrease)	% Change
Interest - Miscellaneous Loans	\$60,141	\$50,000	\$60,000	\$10,000	20.00%
Interest - Fire Company Loans	346,823	319,020	307,600	(11,420)	-3.58%
Investment Interest	813,583	1,815,000	2,355,400	540,400	29.77%
Unrealized Gains/Losses	799,942	0	0	0	0.00%
Rents and Royalties	7,015,230	180,000	185,400	5,400	3.00%
Cell Tower Rent	44,047	32,000	33,000	1,000	3.13%
Rent - Family Law	6,600	6,600	6,600	0	0.00%
Humane Society Refunds	0	0	0	0	0.00%
Advertising - Liquor Licenses	13,000	6,000	6,200	200	3.33%
Phone/Pager Reimbursement	15	0	0	0	0.00%
Jury Duty	279	0	0	0	0.00%
Postage	22,381	20,000	20,600	600	3.00%
Equipment Sales	166,653	135,000	140,000	5,000	3.70%
Woodland Management	7,244	0	0	0	0.00%
Land Sales	94,418	0	0	0	0.00%
Purchasing Card Rebate	37,242	20,000	35,000	15,000	75.00%
Miscellaneous	345,701	230,000	253,720	23,720	10.31%
Activities - Farm Museum General	82,152	55,000	55,000	0	0.00%
Total Other	\$9,855,451	\$2,868,620	\$3,458,520	\$589,900	20.56%
Health Department	\$5,391	\$6,000	\$6,000	\$0	0.00%
Pension Recovery - Enterprise and Grants	313,681	347,000	263,100	(83,900)	-24.18%
OPEB Recovery - Enterprise and Grants	272,931	280,000	372,940	92,940	33.19%
State Retirement Recovery - Enterprise & Grants	11,257	9,000	9,000	0	0.00%
County Attorney Fees	191,302	194,820	0	(194,820)	-100.00%
Total Cost Recovery	\$794,562	\$836,820	\$651,040	(\$185,780)	-22.20%
Total Annual Revenue	\$370,456,891	\$367,303,978	\$377,216,150	\$9,912,172	2.70%
Prior Year Unappropriated Reserve	\$12,324,400	\$9,002,668	\$9,886,840	\$884,172	9.82%
Current Year Surplus	2,078,650	196,114	1,400,000	1,203,886	613.87%
Special Revenue Fund: Hotel Rental Tax	214,246	315,830	327,150	11,320	3.58%
Transfer from Capital Fund	12,058,090	11,588,410	10,940,900	(647,510)	-5.59%
General Obligation Bonds	811,800	0	0	0	0.00%
General Obligation Bond Premium	743,521	0	0	0	0.00%
Refunding Bonds Issued	6,015,081	0	0	0	0.00%
Non-Cash Notes	473,924	0	0	0	0.00%
Total Operating Revenue	\$405,176,603	\$388,407,000	\$399,771,040	\$11,364,040	2.93%

* FY 16 Actual includes Bond Premiums, Refunding, and Non-Cash Notes

Prior Year Unappropriated Reserve Consists of revenues in excess of budget and unspent appropriated dollars. These funds are carried over to the next budget following the completion of an independent audit.

Special Revenue Fund: Hotel Rental Tax Dedicated Hotel Tax revenue transferred into the General Fund for tourism and promotion of the County.

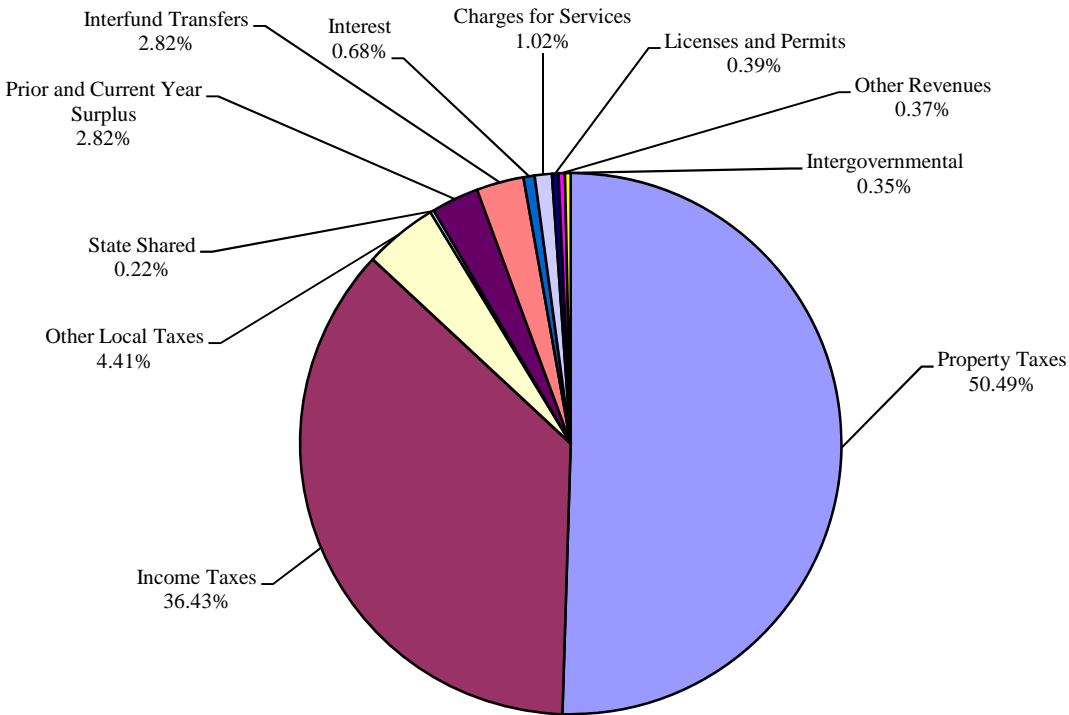
Special Revenue Fund: Cable Franchise Fee Dedicated Cable Franchise Fee revenue transferred into the General Fund to pay expenses related to public service programming on cable television. In FY 16, the County Commissioners converted the Cable Franchise Fee into an unrestricted General Fund revenue.

Transfer from Capital Fund Dedicated Local Income Tax revenue for Public School construction transferred into the General Fund to pay debt service on school construction.

Operating Budget Revenues

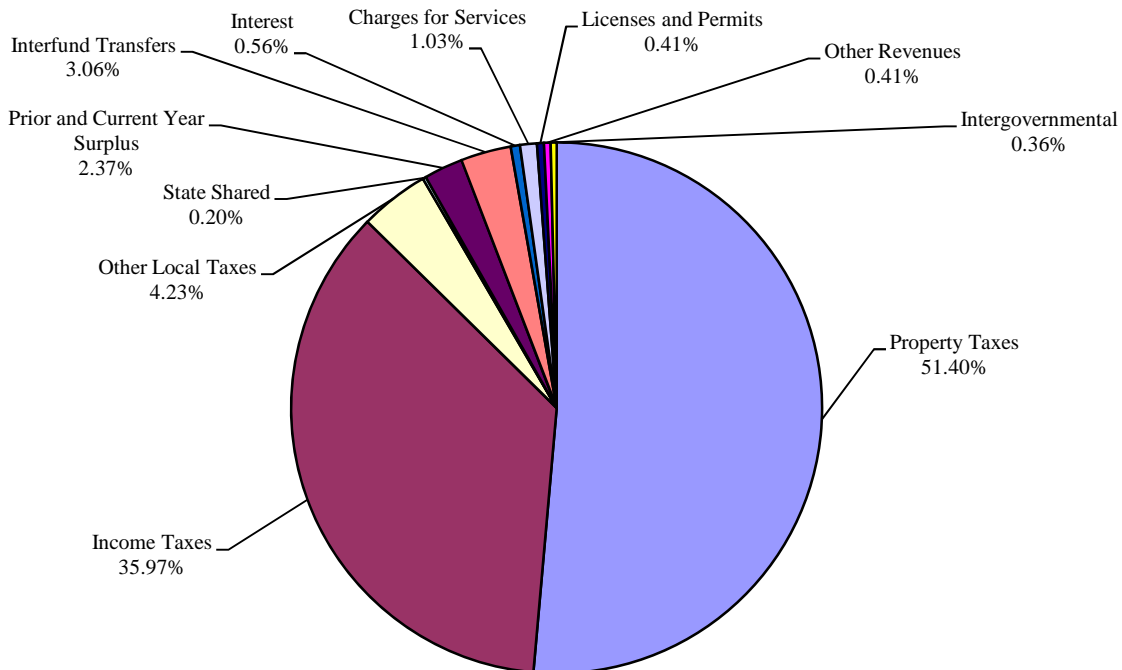
Fiscal Year 2018 Budget

\$399,771,040



Fiscal Year 2017 Budget

\$388,407,000



Operating Plan

SIX-YEAR OPERATING REVENUE

	FY 18 Proposed	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned	FY 23 Planned
Real Property - All Funds	\$191,842,970	\$196,607,167	\$202,519,023	\$208,396,825	\$214,426,271	\$220,675,776
% Change	2.44%	2.48%	3.01%	2.90%	2.89%	2.91%
Property Tax directly in Capital Fund	(2,986,500)	(2,940,700)	(3,091,700)	(3,168,900)	(3,249,600)	(3,334,200)
Property Tax directly in Stormwater Fund	(2,218,160)	(2,585,867)	(2,907,516)	(3,218,642)	(3,465,282)	(3,771,798)
Railroad and Public Utility	7,045,000	7,009,947	6,974,897	6,940,023	6,905,322	6,870,796
% Change	2.84%	-0.50%	-0.50%	-0.50%	-0.50%	-0.50%
Total Business Tax	8,080,000	8,160,800	8,242,408	8,324,832	8,408,080	8,492,161
% Change	-1.23%	1.00%	1.00%	1.00%	1.00%	1.00%
Total Property Tax	\$201,763,310	\$206,251,347	\$211,737,112	\$217,274,138	\$223,024,792	\$228,932,735
% Change	1.11%	2.22%	2.66%	2.62%	2.65%	2.65%
Income Tax	\$145,624,240	\$152,078,128	\$157,943,097	\$165,840,252	\$174,132,265	\$182,838,878
% Change	4.25%	4.43%	3.86%	5.00%	5.00%	5.00%
Recordation	14,500,000	15,000,000	15,600,000	16,100,000	16,700,000	17,250,000
% Change	7.41%	3.45%	4.00%	3.21%	3.73%	3.29%
Cable Franchise Fee	1,700,000	1,785,000	1,874,250	1,968,000	2,066,400	2,169,720
% Change	8.90%	5.00%	5.00%	5.00%	5.00%	5.00%
Building Permits	525,000	540,750	555,621	569,511	582,325	593,972
% Change	-4.37%	3.00%	2.75%	2.50%	2.25%	2.00%
911 Service Fee	1,090,000	1,090,000	1,090,000	1,090,000	1,090,000	1,090,000
% Change	5.83%	0.00%	0.00%	0.00%	0.00%	0.00%
Investment Income	2,355,400	3,257,948	4,159,433	5,106,307	6,024,797	7,009,275
% Change	29.77%	38.32%	27.67%	22.76%	17.99%	16.34%
Total Major Revenues	\$367,557,950	\$380,003,173	\$392,959,512	\$407,948,207	\$423,620,579	\$439,884,581
% Change	2.76%	3.39%	3.41%	3.81%	3.84%	3.84%
Tier 2 Revenues *	\$6,010,410	\$6,440,722	\$6,633,944	\$6,832,962	\$7,037,951	\$7,249,090
% Change	2.95%	7.16%	3.00%	3.00%	3.00%	3.00%
Tier 3 Revenues **	3,647,790	3,757,224	3,869,940	3,986,039	4,105,620	4,228,788
% Change	-3.26%	3.00%	3.00%	3.00%	3.00%	3.00%
Annual Revenues	\$377,216,150	\$390,201,119	\$403,463,397	\$418,767,208	\$434,764,150	\$451,362,459
% Change	2.70%	3.44%	3.40%	3.79%	3.82%	3.82%
Prior Year Unappropriated Reserve	\$9,886,840	\$7,489,388	\$4,206,337	\$2,926,508	\$2,622,512	\$2,303,220
% Change	9.82%	-24.25%	-43.84%	-30.43%	-10.39%	-12.18%
Current Year Surplus	1,400,000	1,201,212	0	0	246,000	680,930
% Change	613.87%	100.00%	-100.00%	0.00%	100.00%	176.80%
Transfer from Special Revenue Fund	327,150	336,965	347,073	357,486	368,210	379,257
% Change	3.58%	3.00%	3.00%	3.00%	3.00%	3.00%
Transfer from Capital Fund - Income Tax For Debt Service	10,940,900	10,733,255	10,676,589	12,201,836	14,190,067	14,617,386
% Change	-5.59%	-1.90%	-0.53%	14.29%	16.29%	3.01%
Total Revenues	\$399,771,040	\$409,961,938	\$418,693,397	\$434,253,038	\$452,190,940	\$469,343,251
% Change	2.93%	2.55%	2.13%	3.72%	4.13%	3.79%

* There are approximately 15 Tier 2 revenues. They generally fall between \$200,000 and \$800,000 on an annual basis.

** There are approximately 80 Tier 3 revenues. They generally are below \$200,000 on an annual basis.

Operating Plan

FY 18 Proposed Budget

Department/Agency	FY 18 Budget	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned	FY 23 Planned
Public Schools						
Carroll County Public Schools	186,864,400	190,391,000	192,191,500	200,905,000	208,600,000	214,858,000
Carroll County Public Schools Debt Service	11,302,030	11,027,170	10,849,320	12,297,040	14,191,810	14,617,390
Total Public Schools	198,166,430	201,418,170	203,040,820	213,202,040	222,791,810	229,475,390
Education Other						
Cable Regulatory Commission	142,180	149,290	156,750	164,590	172,820	181,460
Carroll Community College	9,403,070	9,664,560	9,954,500	10,253,140	10,560,730	10,877,550
Carroll County Public Library	10,262,890	10,595,520	10,942,430	11,304,270	11,682,190	12,076,860
Community Media Center	717,920	738,000	749,700	787,190	826,550	867,880
Total Education Other	20,526,060	21,147,370	21,803,380	22,509,190	23,242,290	24,003,750
Public Safety and Correction						
Circuit Court	2,334,060	2,407,130	2,494,400	2,573,450	2,655,570	2,740,870
Circuit Court Magistrates	492,300	508,030	524,410	541,450	559,200	577,690
Orphan's Court	60,510	60,820	61,150	61,480	61,820	62,180
Volunteer Community Service Program	206,710	213,390	220,360	227,630	235,210	243,130
Total Courts	3,093,580	3,189,370	3,300,320	3,404,010	3,511,800	3,623,870
Public Safety 911	5,540,560	6,042,020	5,998,680	6,193,190	6,646,720	6,612,560
Total Public Safety 911	5,540,560	6,042,020	5,998,680	6,193,190	6,646,720	6,612,560
Advocacy and Investigation Center	153,660	159,460	165,540	176,900	178,700	185,680
Detention Center	10,036,420	10,424,640	10,850,190	11,295,340	11,761,290	12,248,970
Sheriff's Office	12,097,620	12,549,030	13,085,350	13,603,400	14,157,170	14,738,060
Total Sheriff Services	22,287,700	23,133,130	24,101,080	25,075,640	26,097,160	27,172,710
State's Attorney's Office	3,718,790	3,821,280	3,948,340	4,082,490	4,214,660	4,352,530
Total State's Attorney	3,718,790	3,821,280	3,948,340	4,082,490	4,214,660	4,352,530
Animal Control	992,680	986,120	1,057,770	1,050,710	1,127,000	1,163,700
EMS 24/7 Services	4,351,430	4,481,970	4,616,430	4,754,930	4,897,570	5,044,500
Length of Service Award Program	100,000	150,000	200,000	250,000	300,000	350,000
Volunteer Emergency Services Association	8,349,100	8,292,630	8,541,410	8,797,650	9,061,580	9,333,430
Total Public Safety and Correction Other	13,793,210	13,910,720	14,415,610	14,853,290	15,386,150	15,891,630
Total Public Safety and Correction	48,433,840	50,096,520	51,764,030	53,608,620	55,856,490	57,653,300
Public Works						
Public Works Administration	1,064,680	1,100,520	1,130,970	1,167,240	1,200,280	1,235,450
Building Construction	276,650	285,430	294,560	304,050	313,930	324,200
Engineering Administration	423,890	437,370	451,380	465,960	481,140	496,940
Engineering - Construction Inspection	392,650	405,230	418,340	431,970	446,200	461,020
Engineering - Design	385,350	397,790	410,600	424,080	437,980	452,650
Engineering - Survey	303,600	338,180	323,600	349,320	345,690	357,500
Facilities	11,021,070	11,397,210	11,786,000	12,183,250	12,562,560	12,953,000
Fleet Management	7,587,900	7,988,430	8,235,410	8,485,400	8,747,700	9,017,020
Permits and Inspections	1,596,800	1,652,990	1,699,690	1,755,920	1,822,440	1,876,210
Roads Operations	8,345,110	8,570,020	8,845,970	9,133,160	9,432,340	9,744,010
Storm Emergencies	2,240,220	2,280,200	2,270,550	2,338,760	2,409,010	2,481,310
Traffic Control	382,470	388,260	399,910	411,900	424,260	436,990
Total Public Works	34,020,390	35,241,630	36,266,980	37,451,010	38,623,530	39,836,300
Citizen Services						
Citizen Services Administration	446,280	458,100	472,340	487,150	502,580	518,680
Aging and Disabilities	1,269,300	1,307,560	1,349,520	1,393,280	1,438,970	1,486,660
Recovery Support Services	845,630	877,000	903,310	930,410	958,320	987,070
Total Citizen Services	2,561,210	2,642,660	2,725,170	2,810,840	2,899,870	2,992,410

Operating Plan

FY 18 Proposed Budget

Department/Agency	FY 18 Budget	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned	FY 23 Planned
Access Carroll	20,000	20,000	20,000	20,000	20,000	20,000
The Arc Carroll County	257,750	260,330	262,930	265,560	268,220	270,900
CHANGE, Inc.	277,740	255,270	257,820	260,400	263,000	265,630
Family and Children's Services	369,560	380,650	392,070	403,830	415,940	428,420
Flying Colors of Success	42,300	44,420	46,640	48,970	51,420	53,990
Human Services Program	1,170,040	1,193,440	1,217,310	1,241,660	1,266,490	1,291,820
Mosaic Community Services	106,540	107,610	108,690	109,770	110,870	111,980
Rape Crisis Intervention Services	142,970	150,120	157,620	165,500	173,780	182,470
Target Community and Educational Services	257,750	260,330	262,930	265,560	268,220	270,900
Youth Services Bureau	883,210	975,870	1,070,390	1,166,800	1,265,130	1,290,440
Citizen Services Non - Profits	3,527,860	3,648,040	3,796,400	3,948,050	4,103,070	4,186,550
Health Department	3,394,980	3,496,830	3,601,740	3,709,790	3,821,080	3,935,720
Social Services	20,000	20,000	20,000	20,000	20,000	20,000
Citizen Services State	3,414,980	3,516,830	3,621,740	3,729,790	3,841,080	3,955,720
Total Citizen Services	9,504,050	9,807,530	10,143,310	10,488,680	10,844,020	11,134,680
Culture and Recreation						
Recreation and Parks Administration	378,470	383,290	405,190	413,150	426,490	441,490
Hashawha	868,650	895,420	924,000	953,680	984,540	1,016,660
Piney Run Park	642,970	673,280	694,800	717,170	740,450	764,680
Recreation	537,420	556,250	573,980	592,390	611,560	631,490
Sports Complex	228,440	232,440	239,800	250,420	254,970	266,210
Total Recreation and Parks	2,655,950	2,740,680	2,837,770	2,926,810	3,018,010	3,120,530
Historical Society of Carroll County	65,000	60,000	60,000	60,000	60,000	60,000
Union Mills Homestead	25,000	20,000	20,000	20,000	20,000	20,000
Total Recreation Other	90,000	80,000	80,000	80,000	80,000	80,000
Total Culture and Recreation	2,745,950	2,820,680	2,917,770	3,006,810	3,098,010	3,200,530
General Government						
Comprehensive Planning	945,360	971,620	1,002,650	1,034,910	1,068,480	1,103,400
Total Comprehensive Planning	945,360	971,620	1,002,650	1,034,910	1,068,480	1,103,400
Comptroller Administration	438,980	453,400	464,970	481,990	497,460	511,960
Accounting	998,910	1,034,800	1,075,900	1,122,990	1,169,700	1,216,030
Bond Issuance Expense	196,760	213,300	236,450	272,110	240,250	253,600
Collections Office	1,273,770	1,321,030	1,369,470	1,419,910	1,472,460	1,527,230
Independent Post Audit	49,180	50,660	52,180	53,740	55,890	58,130
Purchasing	450,190	466,400	479,080	496,450	510,230	528,880
Total Comptroller	3,407,790	3,539,590	3,678,050	3,847,190	3,945,990	4,095,830
County Attorney	746,600	769,960	794,190	819,330	845,410	872,500
Total County Attorney	746,600	769,960	794,190	819,330	845,410	872,500
Economic Development Administration	966,250	996,200	1,027,220	1,059,340	1,092,630	1,127,130
Business Employment and Resource Center	247,170	254,690	262,550	270,760	279,370	288,380
Economic Development Infrastructure and Investments	404,070	2,050,000	2,050,000	2,050,000	2,050,000	2,050,000
Farm Museum	959,670	992,790	1,023,680	1,055,650	1,088,790	1,123,180
Tourism	307,150	316,520	326,210	336,210	346,550	357,240
Total Economic Development	2,884,310	4,610,200	4,689,660	4,771,960	4,857,340	4,945,930
Human Resources Administration	919,180	943,730	974,110	1,005,730	1,038,670	1,072,990
Health and Fringe Benefits	14,313,640	17,446,620	18,755,740	20,254,360	21,873,080	23,621,540
Personnel Services	137,680	142,290	147,130	152,200	157,520	163,100
Total Human Resources	15,370,500	18,532,640	19,876,980	21,412,290	23,069,270	24,857,630
Land and Resource Management Administration	783,610	808,680	834,760	861,930	890,230	919,720
Development Review	533,980	551,120	568,980	587,570	606,960	627,180
Resource Management	802,230	828,790	854,640	881,630	909,840	939,340
Zoning Administration	237,170	244,460	252,360	260,580	269,150	278,090
Total Land and Resource Management	2,356,990	2,433,050	2,510,740	2,591,710	2,676,180	2,764,330

Operating Plan

FY 18 Proposed Budget

Department/Agency	FY 18 Budget	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned	FY 23 Planned
Management and Budget Administration	248,190	255,960	264,020	272,370	281,040	290,040
Budget	608,780	628,120	648,290	669,260	691,100	713,840
Grants Office	152,430	164,020	162,630	174,640	173,680	186,160
Risk Management	2,382,710	2,496,130	2,615,130	2,740,000	2,871,020	3,008,510
Total Management and Budget	3,392,110	3,544,230	3,690,070	3,856,270	4,016,840	4,198,550
Technology Services	4,513,520	4,681,980	5,046,390	5,337,970	5,373,610	5,543,440
Production and Distribution Services	462,290	477,870	492,780	508,210	524,210	540,800
Total Technology Services	4,975,810	5,159,850	5,539,170	5,846,180	5,897,820	6,084,240
Administrative Hearings	93,270	91,770	94,710	97,770	100,960	104,270
Audio Video Production	165,040	170,310	175,800	181,510	175,450	181,290
Board of Elections	1,135,220	1,218,410	1,245,580	1,303,000	1,350,160	1,415,170
Board of License Commissioners	92,230	90,700	93,610	96,630	99,790	103,420
County Commissioners	1,095,020	1,090,370	1,125,330	1,161,690	1,199,550	1,238,960
Total General Government Other	2,580,780	2,661,560	2,735,030	2,840,600	2,925,910	3,043,110
Total General Government	36,660,250	42,222,700	44,516,540	47,020,440	49,303,240	51,965,520
Conservation and Natural Resources						
Extension Office Carroll County	485,970	500,550	515,570	531,030	546,960	563,370
Gypsy Moth	30,000	30,000	30,000	30,000	30,000	30,000
Soil Conservation District	451,750	466,260	481,390	497,140	513,560	530,690
Weed Control	63,790	65,700	67,670	69,710	71,800	73,950
Total Conservation and Natural Resources	1,031,510	1,062,510	1,094,630	1,127,880	1,162,320	1,198,010
Debt and Transfers						
Debt Service	26,482,190	25,630,700	25,866,400	24,368,500	22,827,300	23,247,400
Debt Service - Ag Pres.	1,847,110	3,102,500	1,882,000	1,936,300	2,237,500	2,696,800
Intergovernmental Transfers	3,180,180	3,243,780	3,308,660	3,374,830	3,442,330	3,511,180
Debt and Transfers	31,509,480	31,976,980	31,057,060	29,679,630	28,507,130	29,455,380
Reserves						
Reserve for Contingencies	4,087,690	4,181,620	4,268,930	4,424,530	4,603,910	4,775,430
Reserve for Positions	700,000	739,010	991,910	1,259,320	1,541,880	1,840,260
Reserve for Reclassifications	200,000	506,000	521,180	536,820	552,920	569,510
Total Reserves	4,987,690	5,426,630	5,782,020	6,220,670	6,698,710	7,185,200
Interfund Transfers						
Transfer to Capital Fund	6,087,130	3,552,020	4,633,400	4,472,600	4,406,570	3,942,300
Transfer to Grant Fund - Aging	96,750	99,650	102,640	105,720	108,890	112,160
Transfer to Grant Fund - CCC - Adult Basic Ed.	284,040	284,040	284,040	284,040	284,040	284,040
Transfer to Grant Fund - Circuit Court	86,900	90,380	93,990	97,750	101,660	105,730
Transfer to Grant Fund - Health Department	4,000	4,000	4,000	4,000	4,000	4,000
Transfer to Grant Fund - Housing	30,380	31,900	33,490	35,170	36,930	38,770
Transfer to Grant Fund - Local Management Board	43,850	45,170	46,520	47,920	49,350	50,830
Transfer to Grant Fund - Public Safety	409,080	109,080	109,080	109,080	109,080	109,080
Transfer to Grant Fund - Recreation	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Grant Fund - Sheriff Services	68,800	71,550	74,410	77,390	80,490	83,710
Transfer to Grant Fund - State's Attorney	55,800	58,030	60,350	62,770	65,280	67,890
Transfer to Grant Fund - Transit	1,383,450	1,421,860	1,490,680	1,562,880	1,638,610	1,718,060
Transfer to Fiber Network Enterprise Fund	1,000,000	0	0	0	0	0
Transfer to Solid Waste Enterprise Fund	2,415,000	2,415,000	2,415,000	2,415,000	2,415,000	2,415,000
Transfer to Utilities Enterprise Fund	212,110	207,720	327,620	269,460	473,090	908,910
Total Interfund Transfers	12,185,390	8,398,500	9,683,320	9,551,880	9,781,090	9,848,580
Projected Revenue	399,771,040	409,961,938	418,693,397	434,253,038	452,190,940	469,343,251
Projected Expenditures	399,771,040	409,619,220	418,069,860	433,866,850	449,908,640	464,956,640
Balance	0	342,718	623,537	386,188	2,282,300	4,386,611
		0.08%	0.15%	0.09%	0.50%	0.93%

Public Schools Appropriations

Carroll County Public Schools Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Carroll County Public Schools	\$171,326,873	\$181,852,000	\$181,852,000	\$186,864,400	2.76%	2.76%
Carroll County Public Schools Debt Service	12,578,779	12,037,000	12,037,000	11,302,030	-6.11%	-6.11%
Teacher Pension	6,702,000	0	0	0	0.00%	0.00%
Total Public Schools	\$190,607,652	\$193,889,000	\$193,889,000	\$198,166,430	2.21%	2.21%

Core Statements

Carroll County Public Schools: Building the Future.

Core Values

The Board of Education establishes the following core values:

- The Pursuit of Excellence
- Life-Long Learning and Success
- A Safe and Orderly Learning Environment
- Community Participation
- Fairness, Honesty, and Respect
- Continuous Improvement

Highlights, Changes, and Useful Information

- Carroll County Public Schools (CCPS) are under the control of the Board of Education of Carroll County, an elected board whose powers and duties are defined under State law. While the Board of County Commissioners has a funding obligation to the school system, they do not have any operational authority over it.
- Direct funding in FY 18 is \$7.3M over Maintenance of Effort (MOE). State law mandates that County governments spend the same amount per pupil, less one-time costs, from one year to the next. Each time a County government funds more than MOE, a new higher MOE is created.
- With the exception of FY 11, the school system has been funded above Maintenance of Effort every year since FY 97.
- In addition to the direct funding, the County provides nearly \$2.0M of in-kind support. The bulk of this in-kind support comes from providing space and utilities at the Winchester Building (CCPS Administrative Offices) and the Kessler Warehouse.
- The County also provides the overwhelming majority of the funding for the school system's capital budget. In the Community Investment Plan, the County will provide \$159.8M of the total \$234.8M planned for school projects in FY 18 – 23.

Budget Changes

- In FY 16, the Board of Commissioners voted to temporarily redirect 2.0% of Local Income Tax, traditionally appropriated directly to the Capital Fund for Board of Education construction projects, to the Public Schools operating budget. The redirected percentage of Local Income Tax decreases 0.5% in FY 18, with 7.59% earmarked for school construction.
- Beginning FY 17, due to a state-mandated change, teacher pension is part of the Carroll County Public Schools' direct funding of \$186.9 million, and is now included in the Maintenance of Effort calculation.
- Debt Service decreases due to declining existing debt.

Carroll County Public Schools

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	171,326,873	181,852,000	181,852,000	186,864,400	2.76%	2.76%
Capital	0	0	0	0	0.00%	0.00%
Total	\$171,326,873	\$181,852,000	\$181,852,000	\$186,864,400	2.76%	2.76%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Actuals include in-kind of \$1.83 million for use of County-owned property.

Contact

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- The following is a breakdown of anticipated funding sources, funding changes from FY 17 and the percent of that change.

Core Statement

Carroll County Public Schools: Building the Future

Core Values

The Board of Education establishes the following core values:

- The Pursuit of Excellence
- Life-Long Learning and Success
- A Safe and Orderly Learning Environment
- Community Participation
- Fairness, Honesty, and Respect
- Continuous Improvement

Description

The school system includes the Carroll County Career and Technology Center, the Gateway School, the Carroll Springs special education center, twenty-two elementary schools, eight middle schools, and seven high schools.

Funding Source	FY 18 Funding	Change from FY 17	Percent Change
County	\$186,864,400	\$5,012,400	2.8%
County In-Kind	1,978,900	0	0.0%
Use of Fund Balance	992,243	992,243	100.0%
State	131,417,151	(776,695)	(0.6%)
Deferred State - Grant	1,000,000	(2,000,000)	66.7%
Federal	13,752,008	(26,693)	0.2%
Other	2,563,774	175,778	(7.4%)
TOTAL	\$338,568,476	\$3,377,033	1.0%

Budget Changes

- Percentage of the budget from each revenue source is as follows:

Funding Source	FY 17 Budget	FY 18 Budget
County (incl. in-kind)	54.9%	55.8%
State	40.3%	39.1%
Federal	4.1%	4.1%
Other (incl. fund bal.)	0.7%	1.1%

- The in-kind contribution includes the use of County facilities and services by CCPS without charge. State funding does not include payments to the retirement and pension system.

Carroll County Public Schools Debt Service

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	12,578,779	12,037,000	12,037,000	11,302,030	-6.11%	-6.11%
Capital	0	0	0	0	0.00%	0.00%
Total	\$12,578,779	\$12,037,000	\$12,037,000	\$11,302,030	-6.11%	-6.11%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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Description

School construction is funded with Local Income Tax, revenue from the State, and bonds issued by Carroll County. This budget funds the principal and interest paid on bonds issued for school facilities construction projects. Since FY 97, 9.09% of the Local Income Tax has been earmarked for school construction. In FY 16, the Board of Commissioners voted to temporarily redirect 2.0% of Local Income Tax to the Public Schools operating budget. The redirected percentage of Local Income Tax decreases 0.5% in FY 18, with 7.59% earmarked for school construction. The Local Income Tax rate was decreased from 3.04% to 3.03% effective January 1, 2015.

Budget Changes

Debt Service decreases due to declining existing debt.

Teacher Pension

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	6,702,000	0	0	0	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$6,702,000	\$0	\$0	\$0	0.00%	0.00%
Employees FIE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Heidi K. Pepin, Management and Budget Project
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Budget Changes

Beginning FY 17, due to a state-mandated change, teacher pension is part of the Carroll County Public Schools' direct funding of \$186.9 million, and is now included in the Maintenance of Effort calculation.

Education Other Appropriations

Education Other Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Cable Regulatory Commission	\$128,960	\$135,410	\$135,410	\$142,180	5.00%	5.00%
Carroll Community College	12,843,340	8,523,370	8,523,370	9,403,070	10.32%	10.32%
Carroll County Public Library	14,084,487	9,815,120	9,913,090	10,262,890	4.56%	3.53%
Community Media Center	620,720	640,700	640,700	717,920	12.05%	12.05%
Total Education Other	\$27,677,507	\$19,114,600	\$19,212,570	\$20,526,060	7.38%	6.84%
Total Without Benefits	\$24,150,682	\$17,773,310	\$17,773,310	\$18,986,060	6.82%	6.82%

Note: FY 17 Adjusted Budget reflects a change in OPEB allocations.

Mission and Goals

Education Other is a functional grouping of outside agencies that provide educational, cultural, and economic programs and resources to the citizens, businesses, and stakeholders of Carroll County.

Goals include:

- Serve the public interest
- Promote global awareness and multi-cultural education through curriculum, service learning, and programs serving the community
- Provide access to information and resources efficiently, cost effectively, accurately, and in the format requested by the community
- Work with educational and business partners to create and expand training and career programs to respond to local/regional employment needs
- Maintain ongoing coverage of important local events and activities

Highlights, Changes, and Useful Information

- College enrollment is projected to be approximately 2,760 full-time equivalent (FTE) students in FY 17, down from 2,826 in FY 16.
- The County provides in-kind support to the College. The buildings are County properties. Utilities and maintenance of these buildings are provided through the County's Facilities budget as part of Public Works, and insurance is included in the County's Risk Management budget.
- The County provides in-kind support to the Library for its facilities, which are County property, and include maintenance, utilities, insurance, and health benefits.
- State funding to the Library and the College is expected to increase.

Budget Changes

- A 3% increase, additional ongoing funding of \$604,000 for salary adjustments, and one-time funding of \$20,000 for private/homeschool dual-enrollment tuition credit are included for Carroll Community College in FY 18.
- A 3% operating increase is included for Carroll County Public Library in FY 18.
- Community Media Center increases due to anticipated cable fee collections and to adjust for actual revenues collected in FY 16.

Cable Regulatory Commission

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	128,960	135,410	135,410	142,180	5.00%	5.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$128,960	\$135,410	\$135,410	\$142,180	5.00%	5.00%
Employees FTE	1.00	1.00	1.00	1.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. FY17 Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Carol Shawver, Cable Coordinator (410) 386-2095

Lynn Karr, Senior Budget Analyst (410) 386-2082

www.carrollcable.tv

Mission and Goals

To administer the cable franchise agreement for the County and eight municipalities.

Goals include:

- To serve the public interest
- To provide enhanced public benefits in franchising and regulation, and economies of scale in our operation

Description

The Cable Regulatory Commission (CRC) is an advisory body to the County and the municipalities on matters relating to cable communications and functions as the jurisdictions' representative for regional, State or national cable communication policy matters.

Program Highlights

- In 2016, the Cable Regulatory Commission negotiated a new Cable Franchise Agreement with Comcast, which will run through 2026.
- The new Franchise Agreement required Comcast to increase the number of residents eligible to connect to Comcast by 102 residences in 2017.
 - In the past year, Comcast laid cable past 445 residences.
 - Current in-progress builds by Comcast are expected to pass an additional 465 residences, exceeding the Franchise required amount.

Carroll Community College

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	12,843,340	8,523,370	8,523,370	9,403,070	10.32%	10.32%
Capital	0	0	0	0	0.00%	0.00%
Total	\$12,843,340	\$8,523,370	\$8,523,370	\$9,403,070	10.32%	10.32%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Included in the Actuals are in-kind services provided through the Bureau of Facilities budget and recognition of rental values. The Adjusted Budget includes budget changes made during the year. On-going mid-year changes have been annualized for comparison purposes.

Contact

Dr. James Ball, President (410) 386-8000

Chizuko M. Godwin, Budget Analyst (410) 386-2082

<http://www.carrollcc.edu/>

Mission and Goals

Carroll Community College is a public, open admissions, associate-degree granting College serving Carroll County, Maryland with baccalaureate preparation programs, career education, workforce and business development, and personal and cultural enrichment opportunities. As a vibrant, learning-centered community, the College engages students as active learners, prepares them for an increasing diverse and changing world, and encourages their lifelong learning.

Goals include:

- Promote student learning and achievement through effective teaching, a supportive learning environment, data-based enrollment management strategies, and activities to encourage student engagement and responsibility
- Develop and implement new academic and continuing education programs to meet the postsecondary education and workforce development needs of Carroll County
- Make optimal use of technology to promote student learning and increase the efficiency and effectiveness of College operations
- Continually assess the effectiveness of the College's programs and services, use the findings to improve and share the results as appropriate to provide accountability to stakeholders
- Identify facilities enhancements as appropriate to support student access and success
- Explore new funding sources to support new programs, workforce development, and technology initiatives

Description

Carroll Community College is a publicly supported, open-admissions Associate-level postsecondary education institution. The College serves the citizens and organizations of Carroll County. A seven member Board of Trustees, appointed by the Governor of Maryland, governs the College. The College offers Associate of Arts programs preparing students for transfer to baccalaureate institutions in Arts and Sciences, Business

Administration, General Studies, and Teacher Education; Associate of Science degree in Nursing; Associate of Applied Science degrees in several career fields; plus certificates in Health Information Technology, Nursing, and Office Technology. The Continuing Education and Training area offers courses for career, professional, and personal growth, and provides custom contract training and services to county businesses and organizations.

In addition to the direct contribution of \$9.4M, the County provides the College with \$1.7M of in-kind services to maintain the campus and utility costs through the Bureau of Facilities. Other sources of revenue include \$11.9M from tuition and fees, \$8.1M from the State, and \$1.4M in other revenue.

The County provides \$284,040 in matching funds for the Adult Basic Education grant.

Revenue	Amount	% of Budget
Tuition and Fees	\$11,903,207	36.63%
County (includes in-kind)	11,094,870	34.15%
State Aid	8,130,972	25.02%
Other	1,363,684	4.20%
Total	\$32,492,693	100.00%

Program Highlights

- A total of 12,194 individuals took a credit or continuing education class at the College during 2015-16.
- 25.3 % of Carroll County's high school graduates in 2016 enrolled at the College in fall 2016.

Budget Changes

- A 3% planned increase, as well as an additional \$604,000 of ongoing funding for salary adjustments, are included.
- One-time funding of \$20,000 is included for private and homeschool dual-enrollment tuition credit to provide the same benefit public school students receive.

Carroll County Public Library

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	3,526,825	1,341,290	1,439,260	1,540,000	14.81%	7.00%
Operating	10,557,662	8,473,830	8,473,830	8,722,890	2.94%	2.94%
Capital	0	0	0	0	0.00%	0.00%
Total	\$14,084,487	\$9,815,120	\$9,913,090	\$10,262,890	4.56%	3.53%
Total Without Benefits	\$10,557,662	\$8,473,830	\$8,473,830	\$8,722,890	2.94%	2.94%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY17 Adjusted Benefits reflect a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Lynn Wheeler, Director (410) 386-4500
 Chizuko M. Godwin, Budget Analyst (410) 386-2082
<http://library.carr.org/>

Mission and Goals

The mission of the Carroll County Public Library (CCPL) is to provide the community with enriching and innovative resources, experiences, and services.

Goals include:

- Children ages birth through seventeen will have access to collections, educational activities, and services that engage them in self-directed education and lead them to success and personal enjoyment
- Adults will have access to educational activities, books and other materials, and spaces they need to continue lifelong education and enrichment.
- Local businesses, schools, and organizations will make connections with the library through our services, resources, and events
- Residents of Carroll County will be aware of the availability, and have access to, current and emerging technologies and to the assistance they need to use them effectively and confidently in their daily lives

Description

Service in Carroll County began in 1863 when the Westminster Public Library was founded. In 1949, an endowment made the founding of a private corporation possible (Davis Library, Inc.) to provide library service. In 1958, by agreement with the Carroll County Commissioners, Carroll County Public Library, a countywide library system, was established.

There are six full-service regional libraries:

- Westminster (1980)
- Eldersburg (1983)
- Taneytown (1989)
- North Carroll (1990)
- Mt. Airy (1994)
- Finksburg (2009)

Along with County funding, other sources of revenue are included below:

County - Direct Funding	\$8,722,890	83.82%
State Aid	994,586	9.56%
Other	689,090	6.62%
Total Revenue	\$10,406,566	100.00%

Program Highlights

- CCPL had the 2nd highest per capita circulation rate in Maryland at 23.9.
- In FY 16 CCPL circulated almost 3.8 million items and provided access to 603,439 items.
- Registered borrowers totaled 96,266 in FY 16.

	FY 13	FY 14	FY 15	FY 16
Books	2,359,104	2,218,662	2,486,254	2,115,285
Video	956,102	910,512	910,413	864,618
Audio	440,373	419,372	385,335	338,601
Periodicals	73,650	64,926	58,838	53,981
Other	371,139	373,774	130,109	418,402
Total	4,200,368	3,987,246	3,970,949	3,790,887

The library provides mobile service through a bookmobile and two vans serving children in daycare centers.

Budget Changes

A 3% operating increase is included in FY 18, partially offset by one-time funding of \$5,000 for the Celebrating America program in FY 17.

Total County Funding

Department	Estimated Cost
Carroll County Public Library	\$8,722,890
OPEB	1,540,000
Health Benefits	2,695,000
Utilities	433,716
Building Maintenance	56,650
Total	\$13,448,256

Community Media Center

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	620,720	640,700	640,700	717,920	12.05%	12.05%
Capital	0	0	0	0	0.00%	0.00%
Total	\$620,720	\$640,700	\$640,700	\$717,920	12.05%	12.05%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. FY17 Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Richard Turner, Director (410) 386-4415

Lynn Karr, Senior Budget Analyst (410) 386-2082

<http://www.carrollmediacenter.org>

Mission and Goals

Build a stronger, more dynamic local community by using media and other resources to inform, link, engage, and connect residents and organizations throughout Carroll County.

Goals include:

- Meet the needs of all Public, Education, and Government (PEG) partners for PEG services including facility access, equipment, and marketing of local channels to the public
- Encourage and create content essential and relevant to Carroll's community
- Build partnerships with local organizations and utilize new media tools and platforms to educate the community and promote technology advances and opportunities in Carroll
- Support Town and Community Channel 23 to promote the unique character of their individual towns/cities through the use of multiple distribution platforms
- Partnership with Career and Technology and utilize upgraded facility equipment to support youth initiatives to engage and mentor students pursuing media careers
- Expand the high school and college internship program to include IT, web, and marketing opportunities
- Redesign CMC website and update Carroll History project website to be more interactive
- Maintain coverage of public meetings, important local events and activities through Channel 19 and Channel 23

Description

The Community Media Center (CMC) is a Public, Education, and Government shared-use production facility using new media resources to serve Education and Government partners, local non-profits, and individuals to produce content to broadcast over five channels and distribute to the Internet. Channels include: 18 – Carroll Community College, 19 – Public Access, 21 – Carroll County Board of Education, 23 – Town and Community Channel, and 24 – Carroll County Government.

Program Highlights

- Developing a Certificate Pathway Training/Internship Program in Media Production in collaboration with Carroll Community College. Students will be introduced to the key concepts and tactics necessary to take a multi-media project from conception to reality.
- In August of 2016, CMC was onsite to provide over 60 hours of live streaming coverage of the Carroll County 4H & FFA Fair.
- In December 2015, CMC held a public open house to showcase our HD facility upgrade. The event utilized the new virtual set and HD studio capabilities and CMC provided a continuous 8 hour live broadcast of the event online and on Channel 19.
- Produced candidate profiles for District 1 and 8 Congressional candidates, and Board of Education candidates.
- Partnered with WTRR and Carroll County Times to hold a Board of Education forum prior to the general election.
- Carroll County History Project held its 2nd annual Veterans Oral History Collection day and Reception.
- In FY 16, redesigned the Carroll County State's Attorney's website and was contracted to produce Drug Awareness videos for presentation in Carroll County schools.
- Twelve high school and/or College students participated in CMC's growing internship program which has expanded to include opportunities for students interested in Marketing, IT, or Web design.
- CMC's online presence continues to grow at a steady pace.

Budget Changes

CMC's budget is based on projected revenue from the cable franchise fee. In FY 18, the budget increases to align with anticipated collections and is adjusted for actual revenues collected in FY 16.

*Public Safety and Corrections
Appropriations*

Public Safety and Corrections Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Circuit Court	\$2,310,060	\$2,109,970	\$2,156,930	\$2,334,060	10.62%	8.21%
Circuit Court Magistrates	614,617	514,130	470,260	492,300	-4.25%	4.69%
Orphan's Court	56,748	60,510	60,510	60,510	0.00%	0.00%
Volunteer Community Service Program	245,080	195,880	229,600	206,710	5.53%	-9.97%
Total Courts	\$3,226,506	\$2,880,490	\$2,917,300	\$3,093,580	7.40%	6.04%
Total Without Benefits	\$2,235,125	\$2,357,640	\$2,336,230	\$2,485,450	5.42%	6.39%

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Public Safety 911	\$4,315,902	\$5,255,220	\$5,257,440	\$5,540,560	5.43%	5.39%
Total Public Safety 911	\$4,315,902	\$5,255,220	\$5,257,440	\$5,540,560	5.43%	5.39%
Total Without Benefits	\$3,241,829	\$4,709,370	\$4,616,910	\$4,829,870	2.56%	4.61%

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Advocacy and Investigation Center	\$183,790	\$144,800	\$148,310	\$153,660	6.12%	3.61%
Detention Center	11,210,575	9,176,590	9,474,790	10,036,420	9.37%	5.93%
Sheriff's Office	14,233,559	11,395,920	11,729,220	12,097,620	6.16%	3.14%
Total Sheriff Services	\$25,627,924	\$20,717,310	\$21,352,320	\$22,287,700	7.58%	4.38%
Total Without Benefits	\$17,521,032	\$16,572,520	\$16,541,280	\$17,107,470	3.23%	3.42%

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
State's Attorney's Office	\$3,943,065	\$3,428,410	\$3,581,980	\$3,718,790	8.47%	3.82%
Total State's Attorney's Office	\$3,943,065	\$3,428,410	\$3,581,980	\$3,718,790	8.47%	3.82%
Total Without Benefits	\$2,669,271	\$2,740,940	\$2,738,240	\$2,881,080	5.11%	5.22%

Note: FY 17 Adjusted Budget reflects a change in OPEB allocations.

Public Safety and Corrections Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Animal Control	\$1,100,276	\$914,900	\$942,740	\$992,680	8.50%	5.30%
EMS 24/7 Services	4,121,650	4,224,690	4,224,690	4,351,430	3.00%	3.00%
Volunteer Emergency Services Association	8,172,003	8,336,460	8,336,460	8,349,100	0.15%	0.15%
Length of Service Award Program	50,000	100,000	100,000	100,000	0.00%	0.00%
Total Public Safety and Corrections Other	\$13,443,929	\$13,576,050	\$13,603,890	\$13,793,210	1.60%	1.39%
Total Without Benefits	\$13,152,291	\$13,488,750	\$13,488,750	\$13,646,210	1.17%	1.17%
Total Public Safety and Corrections	\$50,557,325	\$45,857,480	\$46,712,930	\$48,433,840	5.62%	3.68%
Total Without Benefits	\$38,819,549	\$39,869,220	\$39,721,410	\$40,950,080	2.71%	3.09%

Note: FY 17 Adjusted Budget reflects a change in OPEB allocations.

Courts

Courts Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Circuit Court	\$2,310,060	\$2,109,970	\$2,156,930	\$2,334,060	10.62%	8.21%
Circuit Court Magistrates	614,617	514,130	470,260	492,300	-4.25%	4.69%
Orphan's Court	56,748	60,510	60,510	60,510	0.00%	0.00%
Volunteer Community Service Program	245,080	195,880	229,600	206,710	5.53%	-9.97%
Total Courts	\$3,226,506	\$2,880,490	\$2,917,300	\$3,093,580	7.40%	6.04%
Total Without Benefits	\$2,235,125	\$2,357,640	\$2,336,230	\$2,485,450	5.42%	6.39%

FY 17 Adjusted Budget reflects a change in OPEB allocations.

Mission and Goals

The mission of the Circuit Court for Carroll County is to serve its residents in the determination of litigation in serious criminal matters, substantive civil cases, and domestic and child support cases, in accordance with the Constitution.

Goals include:

- Maintain a commitment to expediting the judicial process in order to preserve and build the public trust and confidence in the justice system
- Provide the framework for proper distribution of estates to legal heirs
- Assist children involved in delinquent behavior to utilize the available resources to receive intervention from appropriate agencies
- Provide prompt resolution of family law issues such as visitation, divorce, and custody
- Ensure as many non-profit organizations and government agencies as possible benefit from services of the Volunteer Community Service Program

Highlights, Changes, and Useful Information

- The Circuit Court is part of a separate and equal branch of government. While the Commissioners have a legal requirement to adequately fund the Circuit Court, they do not have operational authority over it.
- The Circuit Court Magistrates and Volunteer Community Service Program are under the supervision of the Circuit Court.
- The State directly pays the salaries and benefits for the Circuit Court Judges and their law clerks, two Standing Magistrates, and reimburses the County for the salary and fringe benefits of one Standing Magistrate.
- In addition to direct funding to the Circuit Court, the County also provides in-kind support, including health benefits, building maintenance, technology services and support, access to the County's fleet of pool vehicles, and Personnel Services' staff.

Budget Changes

- The increase from FY 17 Original to Adjusted is due to an increase in the OPEB allocation offset by the elimination of a Judicial Assistant position.
- Circuit Court increases due to the salary adjustment for the Bailiffs.
- Volunteer Community Service Program decreases due to the OPEB allocation.

Circuit Court

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$1,552,137	\$1,626,220	\$1,631,190	\$1,761,850	8.34%	8.01%
Benefits	640,075	342,160	384,150	426,520	24.66%	11.03%
Operating	115,144	139,280	139,280	143,880	3.30%	3.30%
Capital	2,704	2,310	2,310	1,810	-21.65%	-21.65%
Total	\$2,310,060	\$2,109,970	\$2,156,930	\$2,334,060	10.62%	8.21%
Total Without Benefits	\$1,669,985	\$1,767,810	\$1,772,780	\$1,907,540	7.90%	7.60%
Employees FTE	35.10	35.10	35.10	35.10	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

The Honorable J. Barry Hughes, Administrative Judge
(410) 386-2650
Sheree Lima, Management and Budget Project Coordinator
(410) 386-2082
<http://ccgovernment.carr.org/ccg/circuit-court/Default.aspx>

Mission

The mission of the Circuit Court for Carroll County is to serve its residents in the determination of litigation in serious criminal matters, substantive civil cases, and domestic and child support cases, in accordance with the Constitution.

Description

The Circuit Court is a trial court of general jurisdiction, which handles major civil cases and serious criminal matters, and has appellate jurisdiction over the District Court and certain administrative agencies. The Circuit Court has full common law, equity powers and jurisdiction in all civil and criminal cases within the County and all additional powers and jurisdiction conferred by the Constitution and by law, except where by law a jurisdiction has been limited or conferred upon by another tribunal.

Program Highlights

- Juror terms continue to be one week in order to minimize the economic impact to the citizens of Carroll County.
- Carroll County is now on the statewide jury system which allows citizens to log onto the Court's website and send their information to the Court via web forms.
- Awarded a Courthouse Physical Security Grant from the State Administration Office in the amount of \$116,167.

Budget Changes

- The increase in Personnel from the FY 17 Original Budget is due to a reorganization. This increase is offset in the Circuit Court Magistrate's budget.
- Personnel increases due to a salary adjustment for the Bailiffs.
- Benefits increase due to OPEB allocations.

Total County Funding

Department	Estimated Cost
Circuit Court	\$2,334,060
Health Benefits	315,000
Public Safety	1,200
Utilities	243,650
Building Maintenance	141,100
Technology Support	50,860
Grant's Cash Match	86,900
Total	\$3,172,770

Circuit Court Magistrates

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$365,190	\$383,680	\$357,340	\$368,070	-4.07%	3.00%
Benefits	242,365	123,790	106,260	117,610	-4.99%	10.68%
Operating	7,062	6,660	6,660	6,620	-0.60%	-0.60%
Capital	0	0	0	0	0.00%	0.00%
Total	\$614,617	\$514,130	\$470,260	\$492,300	-4.25%	4.69%
Total Without Benefits	\$372,252	\$390,340	\$364,000	\$374,690	-4.01%	2.94%
Employees FTE	7.00	6.67	6.00	6.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

The Honorable J. Barry Hughes, Administrative Judge
(410) 386-2650

Sheree Lima, Management and Budget Project Coordinator
(410) 386-2082

<http://ccgovernment.carr.org/ccg/circuit-court/judges.aspx>

Mission

The mission of this court is to see that children are given the appropriate services to assist them and that all children involved in delinquent behavior receive intervention from appropriate agencies.

Description

The Juvenile Court functions as part of the Circuit Court, but the Circuit Court Magistrates preside over the hearings. All Delinquency, Child in Need of Assistance, and Child in Need of Supervision cases are heard in Juvenile Court. The Juvenile Court works closely with other agencies such as the Department of Juvenile Services, the Carroll County Department of Social Services, and the State's Attorney's Office, the Office of the Public Defender, and the Board of Education.

Program Highlights

The County is reimbursed by the State for the salary and benefits of one full-time Standing Circuit Court Magistrate.

Budget Changes

- Personnel decreases from FY 17 Original to Adjusted is due to the elimination of a Judicial Assistant position and a reorganization. The decrease from the reorganization is offset in the Circuit Court's budget.
- A 3.0% salary increase is included in FY 18.
- Benefits increase due to OPEB allocations.

Total County Funding

Title	Estimated Cost
Circuit Court Magistrates	\$492,300
Health Benefits	105,000
Total	\$597,300

Orphan's Court

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$46,860	\$46,500	\$46,500	\$46,500	0.00%	0.00%
Benefits	9,170	12,050	12,050	12,050	0.00%	0.00%
Operating	718	1,960	1,960	1,960	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$56,748	\$60,510	\$60,510	\$60,510	0.00%	0.00%
Total Without Benefits	\$47,578	\$48,460	\$48,460	\$48,460	0.00%	0.00%
Employees FTE	3.00	3.00	3.00	3.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

The Honorable Dorothy V. Utz, Chief Judge (410) 386-2086
 Sheree Lima, Management and Budget Project Coordinator
 (410) 386-2082

Mission and Goals

To review all estates, verify that each personal representative has complied with the Annotated Code of Maryland-Estates and Trusts, and distribute the estate according to the deceased's will.

Goals include:

- Enforce the statutes for the assessment and collection of inheritance tax
- Educate the public about the need for a will
- Provide the framework for the proper distribution of the net distributable estate to the legal heirs
- Read and examine every estate of persons who die in Carroll County

Description

The Judges of the Orphan's Court probate wills greater than \$20,000. Their functions are to:

- Ensure that all deceased person's wills are carried out in accordance with their desires
- Protect the rights of heirs in the absence of a will
- Preside over probate hearings where there are disputes as to the administration of the estate

In addition, the Court approves all petitions for personal representative fees, attorney fees, and funeral expenses in accordance with the laws of the State of Maryland.

In accordance with the laws of the State of Maryland, the County pays the salaries and expenses of three Orphan's Court Judges. Salaries of the Orphan's Court Judges are set by law and may change only at the beginning of their four-year term.

Volunteer Community Service Program

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$141,500	\$144,650	\$144,610	\$148,950	2.97%	3.00%
Benefits	99,770	44,850	78,610	51,950	15.83%	-33.91%
Operating	3,811	6,380	6,380	5,810	-8.93%	-8.93%
Capital	0	0	0	0	0.00%	0.00%
Total	\$245,080	\$195,880	\$229,600	\$206,710	5.53%	-9.97%
Total Without Benefits	\$145,310	\$151,030	\$150,990	\$154,760	2.47%	2.50%
Employees FTE	3.00	3.00	3.00	3.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

The Honorable J. Barry Hughes, Administrative Judge
(410) 386-2650
Sheree Lima, Management and Budget Project Coordinator
(410) 386-2082
<http://ccgovernment.carr.org/ccg/circuit-court/vcsp.aspx>

Mission and Goals

To offer a positive alternative to the traditional sentencing options used by the Courts.

Goals include:

- To assist offenders in finding opportunities to perform court-ordered community service at private, non-profit organizations, and government agencies
- To ensure as many organizations and agencies as possible benefit from the services that Volunteer Community Service Program (VCSP) provides

Description

The VCSP, functioning under the authority of the Circuit Court of Carroll County, has been in operation since October 1980. VCSP interviews, places, and monitors juvenile and adult non-violent offenders who have been referred to the program by the Circuit Court, District Court, Juvenile Court, and the Department of Juvenile Justice as part of their rehabilitation.

The VCSP's crew works from 7 a.m. until 12 noon most Sunday mornings, staffed by Community Service workers and supervised by the Community Service Coordinator. The group travels throughout Carroll County helping various County agencies and non-profit organizations with special projects.

Benefits of the program include:

- Provides sentencing alternatives for Judges
- Reduces the jail population
- Enables offenders to meet family and employment commitments
- Utilizes work as a rehabilitation tool
- Makes clients personally accountable for their actions
- Supplies manpower to public and private non-profit agencies

Program Highlights

- Since the inception of the program in 1980 through November 2015, a total of 32,844 volunteers have been referred to the program and volunteered a total of 1,043,842 hours.
- There were 626 juvenile and adult offenders in the Community Service Program in FY 16.

Budget Changes

- A 3.0% salary increase is included in FY 18.
- Benefits decrease due to the OPEB allocation.
- Operating decreases due to a decrease in liability insurance.

Total County Funding

Title	Estimated Cost
Volunteer Community Service	\$206,710
Health Benefits	52,500
Fleet	2,000
Total	\$261,210

Public Safety 911

Public Safety 911 Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Public Safety 911	\$4,315,902	\$5,255,220	\$5,257,440	\$5,540,560	5.43%	5.39%
Total Public Safety 911	\$4,315,902	\$5,255,220	\$5,257,440	\$5,540,560	5.43%	5.39%
Total Without Benefits	\$3,241,829	\$4,709,370	\$4,616,910	\$4,829,870	2.56%	4.61%

FY 17 Adjusted Budget reflects a change in OPEB allocations.

Mission and Goals

To protect the safety and welfare of all Carroll County residents, persons visiting the County, and the County's natural resources by responding to any disaster and by providing the best possible emergency assistance.

Goals include:

- To provide reliable, responsive, and accurate assistance in a timely, professional, and courteous manner to all persons calling 911
- To provide a fire-safe environment in new and renovated buildings throughout Carroll County
- To plan and prepare for recovery from disasters, both natural and manmade, in compliance with State and Federal regulations

Highlights, Changes, and Useful Information

- Public Safety 911 supports County Government operations, as well as other outside agencies at varying levels. Radios are funded through this budget for County government agencies, Sheriff's Office, the Volunteer Emergency Services Association (VESA), and Animal Control. Public Safety maintains the communications system that all of these organizations, as well as the towns and State Police, use during emergencies.
- The Emergency Communications Center dispatched a total of 20,335 Fire, Emergency Medical, and Rescue incidents in calendar year 2016.
- The overall increase in FY 18 is due to improvements in computer-aided dispatch, records management and field reporting systems used by Public Safety, Sheriff's Office, Detention Center, and VESA; the addition of an Emergency Communications Systems Specialist position; a one-time contribution to University of Maryland's Shock Trauma Center; and implementation of a wide-area network for VESA.

	CY 11	CY 12	CY 13	CY 14	CY 15	CY 16
Fire	2,815	2,594	2,612	2,875	2,456	2,241
EMS	12,655	13,052	13,259	13,267	14,827	14,737
Rescue	963	1,060	1,066	1,054	1,081	1,113
Mutual Aid	2,055	2,025	1,849	2,054	2,164	2,244
Total	18,488	18,731	18,786	19,250	20,528	20,335

Public Safety 911

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$1,861,393	\$2,125,970	\$2,033,510	\$2,138,090	0.57%	5.14%
Benefits	1,074,072	545,850	640,530	710,690	30.20%	10.95%
Operating	1,277,908	2,457,350	2,457,350	2,576,690	4.86%	4.86%
Capital	102,529	126,050	126,050	115,090	-8.69%	-8.69%
Total	\$4,315,902	\$5,255,220	\$5,257,440	\$5,540,560	5.43%	5.39%
Without Benefits	\$3,241,829	\$4,709,370	\$4,616,910	\$4,829,870	2.56%	4.61%
Employees FTE	41.70	42.70	42.45	42.45	-----	-----

Note: Actuals include a health and fringe allocation, while some operating expenditures were allocated to individual budgets. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Scott Campbell, Director (410) 386-2261

Lynn Karr, Senior Budget Analyst (410) 386-2082

<http://ccgovernments.org/ccg/pubsafe/>

Mission and Goals

Public Safety and 911 provides emergency assistance to Carroll County through trained personnel utilizing new and efficient techniques and equipment. The staff strives to improve fire protection in new and renovated construction by reviewing building plans for compliance with fire safety standards.

Goals include:

- Reliable, responsive, and accurate assistance to all persons calling 911, in a professional, timely, and courteous manner, by highly trained personnel
- Provide 911 callers with pre-arrival instructions appropriate to the emergency they are reporting, including emergency medical, fire, and policy related incidents
- Plan, prepare for, mitigate the impact of, respond to, and assist with recovery from disasters (both natural and manmade) in compliance with State and Federal regulations
- Continuously improve fire protection and safety in new and renovated construction by ensuring compliance with fire prevention standards and establishing reliable and year-round accessible water supply sources
- Continually maintain and improve the support of the Carroll County Volunteer Emergency Services Association (VESA) and its member Volunteer Fire Departments
- Continually maintain and improve the support of Carroll County's law enforcement community to include individual law enforcement agencies, their leaders, and personnel

Description

Public Safety 911 dispatches or directs calls to appropriate law enforcement agencies and dispatches the appropriate fire and ambulance companies for emergency response. Personnel trained in emergency medical, police, and fire dispatch are available 24 hours a day, 7 days a week. 911 personnel also provide assistance to the 14 Fire Companies by reviewing commercial structures for fire safety compliance and site plans for adequate fire protection facilities.

Program Highlights

- Began planning for County's future transition to new 911 telephony provider, as well as future migration to Next Generation 911.
- Handled dispatch and radio communications for all Fire, Rescue, and Emergency Medical Services (EMS) incidents occurring in Carroll County, as well as all law enforcement activity for the Sheriff's Office, Hampstead Police Department, and Manchester Police Department.
- Anticipate assuming additional law enforcement-related dispatch and radio communications activities associated with the newly formed Mount Airy Police Department beginning July 1, 2017.
- Secured locations for two additional regional fire protection water supply facilities and began planning for construction in FY 17 and FY 18.
- Hosted the 11th Annual Emergency Preparedness Expo on September 24, 2016, with attendance of approximately 200 people. The Expo, which takes place in September of each year as part of the celebration of Preparedness Month in Carroll County, provides an opportunity for individuals and families to become familiar with the many aspects of emergency preparedness, response, and recovery through live demonstrations, static displays, and informational exhibits.

Budget Changes

- Personnel increases due to a new Emergency Communications Systems Specialist position, partially offset by moving expenses for the Emergency Management Coordinator to Public Safety Grants.
- A 3.0% salary increase is included in FY 18.
- Benefits increase due to OPEB allocations.
- Operating increases due to improvements in computer-aided dispatch, records management and field reporting systems used by Public Safety, Sheriff's Office, Detention Center, and VESA; a one-time contribution to University of Maryland Shock Trauma Center; and implementation of a wide-area network for VESA.
- Capital decreases due to replacement pagers for VESA being funded through the Emergency Services Pagers project in the FY 18 Community Investment Plan.

Sheriff's Office

Sheriff's Office Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Advocacy and Investigation Center	\$183,790	\$144,800	\$148,310	\$153,660	6.12%	3.61%
Detention Center	11,210,575	9,176,590	9,474,790	10,036,420	9.37%	5.93%
Sheriff's Office	14,233,559	11,395,920	11,729,220	12,097,620	6.16%	3.14%
Total Sheriff Services	\$25,627,924	\$20,717,310	\$21,352,320	\$22,287,700	7.58%	4.38%
Total Without Benefits	\$17,521,032	\$16,572,520	\$16,541,280	\$17,107,470	3.23%	3.42%

FY 17 Adjusted Budget reflects a change in OPEB allocations.

Mission and Goals

The Sheriff's Office is committed to safeguarding constitutional freedoms and the quality of life. The office will sustain public trust by holding members accountable to the highest standards of honesty, ethics, and integrity. Members will treat everyone in an unbiased, dignified, and respectful manner without regard to human traits, characteristics, or status. Members are committed to partnerships with community, professional, and government associates promoting the quality of life. The Detention Center administration and staff are dedicated to providing correctional programs meeting all applicable County, State, and Federal standards.

Goals include:

- Promoting professional development and wellness
- Implementing new technologies that enhance public safety communications and information sharing
- Promoting service excellence through continued maintenance of CALEA (Commission on Accreditation for Law Enforcement Agencies) for standards
- Increasing outreach efforts

Highlights, Changes, and Useful Information

- The Sheriff is a constitutional office elected by the voters of Carroll County. While the Commissioners have a legal requirement to adequately fund the constitutional functions of the office, they do not have operational authority over the Department.
- In addition to direct funding to Sheriff Services, the County also provides in-kind support, including health benefits, public safety support, vehicles and maintenance, technology services and support, worker's compensation, and other insurance coverage.
- In FY 16, the Board of County Commissioners voted to add five Sheriff's Office positions for the Drug Enforcement Support Program, an initiative to combat drug and opiate illegal usage in Carroll County.

Budget Changes

- The overall increase from FY 17 Original to Adjusted is due to employee turnover offset by a change in OPEB allocations.
- The overall increase in FY 18 is due to improvements to the pension plan for the Correctional Deputies and the one-time purchase of Tasers for the Sheriff's Office offset by a reduction due to the implementation of the Computer Aided Dispatch and Records Management Improvements project in the Community Investment Plan.

CCAIC

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$97,119	\$95,490	\$95,660	\$99,490	4.19%	4.00%
Benefits	65,551	26,090	29,430	30,780	17.98%	4.59%
Operating	20,730	23,220	23,220	23,390	0.73%	0.73%
Capital	389	0	0	0	0.00%	0.00%
Total	\$183,790	\$144,800	\$148,310	\$153,660	6.12%	3.61%
Total Without Benefits	\$118,238	\$118,710	\$118,880	\$122,880	3.51%	3.36%
Employees FTE	2.00	2.00	2.00	2.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

James DeWees, Sheriff (410) 386-2900
Heidi K. Pepin, Management and Budget Project Coordinator
(410) 386-2082

Budget Changes

A 4.0% salary increase is included in FY 18.

Mission and Goals

The Carroll County Advocacy and Investigation Center (CCAIC) is committed to reducing the trauma to children and adult citizens of Carroll County who have been abused. CCAIC investigates allegations of sexual abuse and sexual assault, assesses and protects the victim, and provides resources for the victim and the victim's family/guardian.

Goals include:

- Provide intervention and team collaboration to minimize potential trauma to children and adults
- Increase public awareness of the signs and impact of abuse
- Educate and support the family to enable them to provide and maintain a safe and nurturing environment
- Obtain sufficient evidence for successful prosecution of child abuse cases
- Provide prompt intervention for appropriate medical and specialized therapeutic services

Description

The unit is comprised of a wide range of agencies and organizations. It is represented by members of the Maryland State Police, the State's Attorney's Office, the Sheriff's Office, the Department of Social Services, the Westminster City Police, and Family and Children's Services. These agencies, along with the Carroll County Health Department, Carroll Hospital Center, and the Rape Crisis Intervention Center, are all organized to work together from a victim advocacy perspective.

Total County Funding

Department	Estimated Cost
CC Advocacy and Investigation Center	\$153,660
Health Benefits	35,000
Technology Support	600
Fleet	3,000
Total	\$192,260

Detention Center

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$5,552,610	\$5,681,980	\$5,655,600	\$5,880,290	3.49%	3.97%
Benefits	3,448,375	1,654,570	1,914,350	2,247,540	35.84%	17.40%
Operating	2,098,200	1,814,740	1,879,540	1,888,190	4.05%	0.46%
Capital	111,389	25,300	25,300	20,400	-19.37%	-19.37%
Total	\$11,210,575	\$9,176,590	\$9,474,790	\$10,036,420	9.37%	5.93%
Total Without Benefits	\$7,762,199	\$7,522,020	\$7,560,440	\$7,788,880	3.55%	3.02%
Employees FTE	109.50	109.50	109.50	109.50	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenses. The Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

James DeWees, Sheriff (410) 386-2900
 Heidi K. Pepin, Management and Budget Project Coordinator
 (410) 386-2082
<http://ccgoverment.carr.org/ccg/detcntr/>

Mission and Goals

The Detention Center administration and staff are dedicated to providing correctional programs meeting all applicable County, State, and Federal standards.

Goals include:

- Identify and receive additional revenue from vendors to reduce the cost of services to the citizens of Carroll County
- Provide for the safety and security of inmates and staff by maintaining a humane living and working environment
- Support the physical, emotional, and psychological well-being of inmates
- Ensure the rights and dignity of the inmates are protected

Description

The Carroll County Detention Center is responsible for protecting the citizens of Carroll County by providing a secure holding facility for inmates confined within the County.

Budget Changes

- Personnel decreases from FY 17 Original to Adjusted due to employee turnover.
- Operating increases from FY 17 Original to Adjusted due to contractual housing of inmates.
- A 4.0% salary increase is included in FY 18.
- Benefits increase due to improvements to the pension plan for Correctional Deputies.
- Operating increases for home monitoring equipment offset by lower than planned prescription and medical service.
- Capital decreases for the purchase of replacement equipment in FY 17 with fewer purchases planned in FY 18.

Total County Funding to Detention Center

Department	Estimated Cost
Detention Center	\$10,036,420
Health Benefits	1,583,800
Public Safety	91,800
Utilities	179,300
Building Maintenance	195,600
Technology Support	33,700
Fleet	67,200
Total	\$12,187,820

Sheriff's Office

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$7,653,846	\$8,274,580	\$8,204,750	\$8,531,050	3.10%	3.98%
Benefits	4,592,965	2,464,130	2,867,260	2,901,910	17.77%	1.21%
Operating	1,492,796	656,010	656,010	663,460	1.14%	1.14%
Capital	493,952	1,200	1,200	1,200	0.00%	0.00%
Total	\$14,233,559	\$11,395,920	\$11,729,220	\$12,097,620	6.16%	3.14%
Total Without Benefits	\$9,640,594	\$8,931,790	\$8,861,960	\$9,195,710	2.95%	3.77%
Employees FTE	147.00	152.00	153.25	153.25	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenses. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

James DeWees, Sheriff (410) 386-2900
 Heidi K. Pepin, Management and Budget Project Coordinator
 (410) 386-2082
<http://ccgoverment.carr.org/ccg/sheriff>

Mission and Goals

The Sheriff's Office is committed to safeguarding constitutional freedoms and the quality of life. The office will sustain public trust by adhering to the highest standards of honesty, ethics, and integrity. Members will treat everyone in an unbiased and respectful manner without regard to human traits, characteristics, and status.

Description

The Sheriff's Office is responsible for providing a full range of law enforcement services to the citizens, including:

- Prevention of crime and protection of life and property
- Enforcement of laws and ordinances, including traffic laws
- Maintaining court security and transporting prisoners
- Locating and arresting persons wanted in Carroll County and fugitives from other States
- Carrying out court orders by collecting judgments or taking possession of property
- Executing warrants of restitution by evicting tenants

Program Highlights

In FY 16, the Board of County Commissioners voted to add five Sheriff's Office positions for the Drug Enforcement Support Program, an initiative to combat drug and opiate illegal usage in Carroll County.

Budget Changes

- The decrease from FY 17 Original to Adjusted is due to employee turnover.
- A 4.0% salary increase is included in FY 18.
- Operating increases for the purchase of Tasers offset by a decrease due to the implementation of the Computer Aided Dispatch and Records Management Improvements project in the Community Investment Plan.

Total County Funding to Sheriff's Office

Department	Estimated Cost
Sheriff's Office	\$12,097,620
Health Benefits	2,345,000
Public Safety	243,800
Utilities	35,000
Building Maintenance	25,400
Building Leases	30,000
Technology Support	40,800
Fleet	540,100
Grant Cash Match	68,800
Total	\$15,426,520

State's Attorney

State's Attorney's Office Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
State's Attorney's Office	\$3,943,065	\$3,428,410	\$3,581,980	\$3,718,790	8.47%	3.82%
Total State's Attorney's Office	\$3,943,065	\$3,428,410	\$3,581,980	\$3,718,790	8.47%	3.82%
Total Without Benefits	\$2,669,271	\$2,740,940	\$2,738,240	\$2,881,080	5.11%	5.22%

FY 17 Adjusted Budget reflects a change in OPEB allocations.

Mission and Goals

The State's Attorney's Office has a constitutional and statutory mandate to effectively prosecute all cases criminal and serious traffic cases that occur in Carroll County.

Goals include:

- Maintain and build partnerships with law enforcement, legal, ethnic, religious, and community groups to implement strategies to assist in detecting, arresting and prosecuting criminals.
- Establish preventative and educational programs to deter criminal activity to enhance the security of our community.
- Strive to protect the rights of victims, seek restitution, and provide compassion and appropriate resources for those impacted by crime.

Highlights, Changes, and Useful Information

- The State's Attorney is elected by the voters of Carroll County. While the Commissioners have a legal requirement to adequately fund the constitutional functions of the office, they do not have operational authority over the office.
- In addition to direct funding to the State's Attorney's Office, the County also provides in-kind support, including health benefits, building maintenance, vehicles and maintenance, technology services and support, and Personnel Services' staff.
- The chart below shows a history of new cases from 2013 to 2016.

	CY 13	CY 14	CY 15	CY 16
Circuit Court	1,288	1,217	865	863
District Court	4,932	5,397	4,369	5,494
Juvenile Court	216	183	287	94
Totals	6,436	6,797	5,521	6,451

Budget Changes

State's Attorney's Office increases due to the addition of a Drug Education and Treatment Liaison position and changes in the OPEB allocations.

State's Attorney's Office

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$2,451,952	\$2,585,300	\$2,582,600	\$2,707,670	4.73%	4.84%
Benefits	1,273,794	687,470	843,740	837,710	21.85%	-0.71%
Operating	207,775	155,140	155,140	166,690	7.44%	7.44%
Capital	9,545	500	500	6,720	1244.00%	1244.00%
Total	\$3,943,065	\$3,428,410	\$3,581,980	\$3,718,790	8.47%	3.82%
Total Without Benefits	\$2,669,271	\$2,740,940	\$2,738,240	\$2,881,080	5.11%	5.22%
Employees FTE	44.62	43.62	43.62	44.62	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Brian DeLeonardo, State's Attorney (410) 386-2671
Sheree Lima, Management and Budget Project Coordinator
(410) 386-2082

<http://ccgoverment.carr.org/ccg/stateatt/index.html>

Mission and Goals

The State's Attorney's Office has a constitutional and statutory mandate to effectively prosecute all cases arising in Carroll County.

Goals include:

- Maintain and build partnerships with law enforcement, legal, ethnic, religious and community groups to implement strategies to assist in detecting, arresting and prosecuting criminals
- Establish preventative and educational programs to deter criminal activity to enhance the security of our community.
- Strive to protect the rights of victims, seek restitution, and provide compassion and appropriate resources for those impacted by crime

Description

The Carroll County State's Attorney's Office is a Division of the Executive Branch created by the Constitution of Maryland that serves the County as its Chief Law Enforcement Agency. The office has both a constitutional and a statutory mandate to effectively prosecute all potential criminal cases that arise within Carroll County, with cases ranging from traffic violations to murder. The State's Attorney is elected for a four-year term and heads a team of prosecutors, victim advocates, case managers, investigators, and other administrative staff seeking justice in all criminal cases that occur in the County.

Program Highlights

New cases in the State's Attorney's Office:

	CY 14	CY 15	CY 16
Circuit Court	1,217	865	863
District Court	5,397	4,369	5,494
Juvenile Court	183	287	94
Total	6,797	5,521	6,451

Budget Changes

- Personnel increases due to a 3% salary increase and the addition of a Drug Education and Treatment Liaison position.
- Capital increases due to one-time furniture and equipment replacement.

Total County Funding

Department	Estimated Cost
State's Attorney's Office	\$3,718,790
Health Benefits	780,850
Utilities	67,210
Technology Support	62,660
Fleet Management	84,500
Public Safety	18,700
Grant Cash Match	55,800
Total	\$4,788,510

Public Safety and Corrections Other

Public Safety and Corrections Other Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Animal Control	\$1,100,276	\$914,900	\$942,740	\$992,680	8.50%	5.30%
EMS 24/7 Services	4,121,650	4,224,690	4,224,690	4,351,430	3.00%	3.00%
Volunteer Emergency Services Association	8,172,003	8,336,460	8,336,460	8,349,100	0.15%	0.15%
Length of Service Award Program	50,000	100,000	100,000	100,000	0.00%	0.00%
Total Public Safety and Corrections Other	\$13,443,929	\$13,576,050	\$13,603,890	\$13,793,210	1.60%	1.39%
Total Without Benefits	\$13,152,291	\$13,488,750	\$13,488,750	\$13,646,210	1.17%	1.17%

FY 17 Adjusted Budget reflects a change in OPEB allocations.

Mission and Goals

Public Safety Other is a functional grouping of agencies that provide 24/7 emergency medical services, fire protection, and animal control throughout Carroll County in an efficient and timely manner.

Highlights, Changes, and Useful Information

- The organizations in Public Safety Other operate independently of the Board of Carroll County Commissioners' authority. Animal Control is provided by the Humane Society. Fire and Ambulance services are provided by Carroll County Volunteer Emergency Services Association (VESA).
- In addition to direct funding, the County also provides varying levels of in-kind support to these organizations. All of the organizations benefit from the County maintaining the emergency communication system. For Animal Control, the County provides health benefits, building maintenance, and insurance. VESA receives radios and access to capital financing from the County's bonding authority.
- Thirteen fire companies have at least one 24/7 paid medic unit. Sykesville-Freedom and Westminster each have two 24/7 paid medic units.

Budget Changes

- Animal Control increases due to the purchase of a vehicle in FY 18.
- Volunteer Emergency Services Association Operating includes a 3% increase, as well as one-time funding for a reserve ambulance and self-contained breathing apparatus for one fire company.

Animal Control

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	291,638	87,300	115,140	110,000	26.00%	-4.46%
Operating	808,638	827,600	827,600	845,680	2.18%	2.18%
Capital	0	0	0	37,000	100.00%	100.00%
Total	\$1,100,276	\$914,900	\$942,740	\$992,680	8.50%	5.30%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: FY 16 Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Charles Brown, Executive Director
Humane Society of Carroll County (410) 848-4810
Sheree Lima, Management and Budget Project Coordinator
(410) 386-2082
<http://www.carr.org/humane/>

Animal Control Officers are on call 24 hours a day for emergencies involving:

- Life-threatening animal situations
- Injured domestic stray animals (owners unavailable)
- Wild animals within a home (including bats)
- Police, Fire, and Health Department need for assistance

Mission and Goals

Dedicated to compassionate treatment of animals through adoption, population control, education, and protection

Goals include:

- To protect both people and animals
- To resolve conflict and enforce the animal codes and laws
- To reduce euthanasia of animals

Description

Carroll County has a Memorandum of Understanding with the Humane Society of Carroll County to provide animal control for the safety of its citizens. The Carroll County Animal Control/Humane Society is located at 2517 Littlestown Pike, Westminster, MD.

Hours of operation are 11-6 Monday through Friday and 9-2 Saturdays. However, citizens are encouraged to bring their animals to the shelter by appointment to provide pertinent information for the staff. There is no charge to bring an animal to the shelter. Pictures of stray animals and adoptable animals are available on the Humane Society's website for the public's convenience.

Animal Control Officers investigate all complaints of cruelty and neglect to animals. Additionally, the staff coordinates lost and found animal efforts in the County, and enforces County and State animal related laws. Follow-up is done to ensure all adopted pets from the facility are spayed or neutered and vaccinated for rabies as required by law. There are 28 animal licensing outlets throughout the County, including most County veterinarians.

Program Highlights

During calendar year 2016:

- Cared for 3,538 animals
- Had a 90% out alive rate
- Animal control responded to over 1,500 calls for assistance from the public ranging from injured wild lift to cruelty investigations.
- Inspected 63 kennels, seven catteries, 48 grooming shops, and 11 stores, generating over \$18K.

Budget Changes

- Benefits decrease due to the OPEB allocation.
- Capital increases due to the purchase of a vehicle.

EMS 24/7 Services

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	4,121,650	4,224,690	4,224,690	4,351,430	3.00%	3.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$4,121,650	\$4,224,690	\$4,224,690	\$4,351,430	3.00%	3.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Dennis Brothers, President, VESA (410) 848-1488
Lynn Karr, Senior Budget Analyst (410) 386-2082

<http://www.ccvesa.org>

Mission and Goals

To ensure the availability of 24/7 emergency services operations in the County, and provide timely responses and quality emergency care.

Description

The Carroll County Board of Commissioners established this budget in FY 04 to fund paid staff for medic units operated by the Carroll County Volunteer Emergency Services Association (VESA). The County funds one paid medic unit in eleven of the fire companies, and two each in the Sykesville-Freedom and Westminster companies.

Budget Changes

A 3.0% increase is included for FY 18.

Length of Service Award Program

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	50,000	100,000	100,000	100,000	0.00%	0.00%
Operating	0	0	0	0	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	50,000	100,000	100,000	100,000	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Robert M. Burk, Comptroller (410) 386-2085

Lynn Karr, Senior Budget Analyst (410) 386-2082

Description

The Length of Service Award Program (LOSAP) Pension Trust Fund, a defined benefit pension plan, was implemented July 1, 2004. The Plan covers all volunteer firemen meeting eligibility requirements and provides a monthly payment to retirees beginning at age 60.

Volunteer Emergency Services Association

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	337,472	303,400	303,400	312,500	3.00%	3.00%
Operating	7,834,531	8,033,060	8,033,060	8,036,600	0.04%	0.04%
Capital	0	0	0	0	0.00%	0.00%
Total	\$8,172,003	\$8,336,460	\$8,336,460	\$8,349,100	0.15%	0.15%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Dennis Brothers, President, VESA (410) 848-1488
 Lynn Karr, Senior Budget Analyst (410) 386-2082
<http://www.cvesa.org>

Mission and Goals

The Carroll County Volunteer Emergency Services Association (VESA) represents the 14 community volunteer fire companies in Carroll County. Over 1,000 men and women volunteer at the Gamber, Hampstead, Harney, Lineboro, Manchester, Mt. Airy, New Windsor, Pleasant Valley, Reese, Sykesville-Freedom, Taneytown, Union Bridge, Westminster, and Winfield fire companies.

Description

VESA is the hub of all the County fire departments' administration. Two representatives from each of the 14 fire companies meet on a monthly basis. County funding provided to VESA is allocated to the 14 fire companies and the following administrative budgets:

- Advanced Tactical Rescue (ATR) Team
- VESA Administration
- EMS Operations and Training
- Haz-Mat Program
- Information Technology
- Public Information
- Training Facility Management Committee (TFMC)

The County provides funding for the VESA physical program, which provides physicals to active members within the service.

Program Highlights

The fourteen companies respond to fire calls, emergency medical services calls, rescue calls, and mutual aid calls. The following chart compares the number of calls by type over the past three years.

	CY 14	CY 15	CY 16
Fire	2,875	2,456	2,241
EMS	13,267	14,827	14,737
Rescue	1,054	1,081	1,113
Mutual Aid	2,054	2,164	2,244
Total	19,250	20,528	20,335

Budget Changes

- Operating includes a 3% increase, partially offset by a reduction for costs associated with computer-aided dispatch, records management, and field reporting systems. These costs are now included in Public Safety 911's budget.
- FY 18 includes one-time funding for a reserve ambulance and self-contained breathing apparatus.

Total County Funding

Department	Estimated Cost
VESA	\$8,349,100
Public Safety	640,280
Total	\$8,989,380

Public Works Appropriations

Public Works Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Public Works Administration	\$826,723	\$921,010	\$1,004,060	\$1,064,680	15.60%	6.04%
Building Construction	224,690	250,050	255,100	276,650	10.64%	8.45%
Engineering Administration	412,854	396,470	401,910	423,890	6.92%	5.47%
Engineering Construction Inspection	477,655	364,320	380,650	392,650	7.78%	3.15%
Engineering Design	475,871	382,520	373,600	385,350	0.74%	3.15%
Engineering Survey	379,750	285,190	293,510	303,600	6.46%	3.44%
Facilities	6,554,955	10,220,200	10,321,490	11,021,070	7.84%	6.78%
Fleet Management	3,722,619	7,243,040	7,285,950	7,587,900	4.76%	4.14%
Permits and Inspections	1,972,621	1,523,970	1,527,910	1,596,800	4.78%	4.51%
Roads Operations	10,860,519	7,946,060	8,101,390	8,345,110	5.02%	3.01%
Storm Emergencies	2,424,835	2,072,600	2,072,600	2,240,220	8.09%	8.09%
Traffic Control	289,464	389,820	389,820	382,470	-1.89%	-1.89%
Total Public Works	\$28,622,555	\$31,995,250	\$32,407,990	\$34,020,390	6.33%	4.98%
Total Without Benefits	\$21,445,715	\$28,509,910	\$28,383,050	\$29,749,160	4.35%	4.81%

FY 17 Adjusted Budget reflects a change in OPEB allocations.

Mission and Goals

The Department of Public Works is dedicated to timely client service to accomplish the tasks necessary for building and maintaining a sound infrastructure to serve the public needs. This infrastructure consists of the airport, buildings, roads, bridges, water and sewer systems, and landfills.

Goals include:

- Ensure and protect the health, safety, convenience, and enjoyment of the citizens using County facilities
- Provide safe and reliable facilities, equipment, and transportation to all County agencies and other agencies in a cost-effective manner
- Maintain the network of County roads
- Focus on preventive maintenance efforts to extend the life of County-owned buildings, vehicles, and equipment
- Provide and maintain adequate water, sanitary, and solid waste systems to serve the citizens of Carroll County

Highlights, Changes, and Useful Information

The Department of Public Works supports not only County Government operations but many other agencies at varying levels.

Budget Changes

- The overall increase from FY 17 Original to Adjusted is due to employee turnover offset by the change in the OPEB allocations.
- Public Works Administration increases from FY 17 Original to Adjusted due to additional vehicles in the Veterans Shuttle program.
- Facilities increases from FY 17 Original to Adjusted due to employee turnover partially offset by the addition of a Boiler Mechanic position and the transfer of an Office Associate position from Roads Operations.
- Public Works Administration increases due to the change in the OPEB allocations and professional development.
- Building Construction increases due to the change in the OPEB allocations associated with a new Project Manager position included in FY 17.
- Facilities increases due to maintenance of the buildings formerly known as Charles Carroll Elementary and North Carroll High.
- Storm Emergencies increases due to salt prices and the second of three planned replacement bunk trailers.

Public Works Administration

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$333,273	\$474,610	\$458,080	\$471,810	-0.59%	3.00%
Benefits	423,860	358,240	426,820	467,840	30.59%	9.61%
Operating	27,239	88,160	119,160	125,030	41.82%	4.93%
Capital	42,351	0	0	0	0.00%	0.00%
Total	\$826,723	\$921,010	\$1,004,060	\$1,064,680	15.60%	6.04%
Total Without Benefits	\$402,863	\$562,770	\$577,240	\$596,840	-6.05%	3.40%
Employees FTE	6.74	7.10	6.95	6.95	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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Heidi K. Pepin, Management and Budget Project Coordinator
(410) 386-2082
<http://ccgoverment.carr.org/ccg/pubworks/default.asp>

Mission and Goals

The Department of Public Works is dedicated to timely client service and projects proceeding on schedule and completed on time with cost-effective service delivery.

Goals include:

- Ensure a safe, secure, and viable Airport facility
- Provide and maintain the building infrastructure necessary for government functions
- Provide dependable and economic fleet maintenance for the County's vehicle fleet
- Provide staff to review, issue, and inspect all permitting activity in a timely manner
- Plan for public utility systems' systemic repairs and ensure dependable continuity of service
- Explore the long-range alternatives for the collection and disposal of solid waste
- Maintain the network of County roads to high standards
- Provide dependable and affordable transit services to County residents

Description

The Director of Public Works oversees the following bureaus:

- Airport
- Building Construction
- Engineering
- Facilities
- Fleet Management
- Permits and Inspections
- Roads
- Solid Waste
- Transit
- Utilities

Budget Changes

- The increase from FY 17 Original to Adjusted is due to employee turnover, personnel allocation changes, and costs associated with additional vehicles in the Veterans Shuttle program.
- A 3.0% salary increase is included in FY 18.
- Benefits increase due to the OPEB allocations associated with the Airport, Solid Waste, and Utilities Enterprise Funds.
- Operating increases due to professional development.

Building Construction

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$141,794	\$193,680	\$195,290	\$201,150	3.86%	3.00%
Benefits	73,392	40,640	44,080	60,050	47.76%	36.23%
Operating	9,504	15,730	15,730	15,450	-1.78%	-1.78%
Capital	0	0	0	0	0.00%	0.00%
Total	\$224,690	\$250,050	\$255,100	\$276,650	10.64%	8.45%
Total Without Benefits	\$151,298	\$209,410	\$211,020	\$216,600	-3.43%	2.64%
Employees FTE	2.00	3.00	3.00	3.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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- Benefits increase for costs associated with the new Project Manager position.
- Operating decreases for one-time costs in FY 17 for the new Project Manager position.

Mission and Goals

The mission of Building Construction is to design and construct buildings that are economical to maintain over time and serve the needs of County user agencies and citizens.

Goals include:

- Develop and implement the Community Investment Plan for all agencies served by County government
- Manage projects from design through construction and to the end of the one-year warranty period to assure an efficient and effective facility

Description

The Bureau of Building Construction oversees the design, construction, and contracts for many Carroll County capital construction projects. This Bureau is responsible for the complete oversight of various capital construction projects from conception, programming, and budgeting through design, construction, and monitoring through the warranty period. Building Construction acts on behalf of the County and serves as the point of contact between the County, user agencies, professional design services, and contractors.

Program Highlights

Recent construction management projects include:

- Circuit Court – Courtroom #10
- Krimgold and Leister Parks
- Piney Run Dam Repairs
- Public Safety Training Center
- Union Mills Homestead Restoration

Budget Changes

- The increase from FY 17 Original to Adjusted is due to a salary adjustment.
- A 3.0% salary increase is included in FY 18.

Engineering Administration

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$245,383	\$306,810	\$306,080	\$315,260	2.75%	3.00%
Benefits	145,519	75,870	82,040	95,790	26.26%	16.76%
Operating	9,502	11,990	11,990	12,840	7.09%	7.09%
Capital	12,450	1,800	1,800	0	-100.00%	-100.00%
Total	\$412,854	\$396,470	\$401,910	\$423,890	6.92%	5.47%
Total Without Benefits	\$267,335	\$320,600	\$319,870	\$328,100	-2.34%	2.57%
Employees FTE	4.75	4.75	4.75	4.75	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Jeffrey D. Castonguay, Director (410) 386-2248
Heidi K. Pepin, Management and Budget Project Coordinator
(410) 386-2082
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Mission and Goals

To provide responsible, efficient, and effective direction to the various Engineering Divisions within the Bureau to accomplish the tasks necessary for building a sound infrastructure consisting of roads, bridges, storm drains, water and sewer systems, and landfills.

Goals include:

- Maintain accurate accounting of spending for operating and capital budgets
- Provide pre-qualification of contractors to ensure compliance with industry construction standards
- Review and process pre-qualification applications/renewals in twenty days 90% of the time
- Update the GIS layers within five days of field data collection
- Provide information to the general public about the Public Works community investment projects via project information letters, press releases, and the County website

Description

Engineering Administration directs the operations of the following divisions:

- Construction Inspection
- Design
- Survey

These divisions collectively provide engineering services and fund tracking for capital improvement projects and payments to contractors for:

- Bridges
- Roads
- Storm drains

Program Highlights

- During 2016, the Bureau administered 11 engineering consultant contracts, four roadway and pipe culvert construction projects, and two storm drain projects.
- Review and processing time for 77 prequalification certificates was within the 20-day goal.

Budget Changes

- A 3.0% salary increase is included in FY 18.
- Operating increases for planned maintenance of handheld GPS equipment.
- Capital decreases for the one-time purchase of furniture in FY 17.

Engineering Construction Inspection

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$287,729	\$285,590	\$285,700	\$294,270	3.04%	3.00%
Benefits	172,064	73,910	90,130	94,220	27.48%	4.54%
Operating	17,862	4,820	4,820	4,160	-13.69%	-13.69%
Capital	0	0	0	0	0.00%	0.00%
Total	\$477,655	\$364,320	\$380,650	\$392,650	7.78%	3.15%
Total Without Benefits	\$305,591	\$290,410	\$290,520	\$298,430	-2.76%	2.72%
Employees FTE	5.00	5.00	5.00	5.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Jeffrey D. Castonguay, Director (410) 386-2248
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Mission and Goals

The mission of Engineering Construction Inspection is to provide quality inspection services for the construction and upgrade of roads, storm drains, and hot mix asphalt overlays planned in the Community Investment Plan and to complete projects with the budgets allocated in a timely manner.

Goals include:

- Conduct 100% of the inspections of every major work category
- Manage capital projects to within 10% of the overall contract price to avoid potential cost overruns of unit pay items where payment to the contractor is based on measured quantities
- Respond within 48 hours and complete all field modifications within 30 days 90% of the time

Description

The primary function of Engineering Construction Inspection is to ensure that community investment and neighborhood projects are constructed as specified using approved materials and built to proposed dimensions. The division also controls the measurement and quantities of materials used, as well as the collection of payments from the contractors.

Engineering Construction Inspection works closely with Development Review on development projects, keeping them informed of discrepancies between the approved plans and field conditions.

Program Highlights

This division inspected the following projects in 2016:

- Over 18,000 linear feet of traffic barrier improvements
- Overlay projects on 47 roads
- Forty-seven pipe culvert crossings

This division also inspects the construction of private development roads and infrastructure throughout the County. Developments inspected include:

- Candle Light
- Castle Farms
- Hewitt's Landing
- Klees Mill Overlook
- Morgan Creek
- Stafford Estates
- The Estates of Liberty Reservoir
- The Offutt Place
- Vangaline Acres
- Wilson Farms

Budget Changes

- A 3.0% salary increase is included in FY 18.
- Operating decreases due to a reduction in professional development.

Engineering Design

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$292,159	\$291,540	\$275,560	\$283,820	-2.65%	3.00%
Benefits	177,440	84,550	91,610	94,430	11.69%	3.08%
Operating	6,272	6,430	6,430	7,100	10.42%	10.42%
Capital	0	0	0	0	0.00%	0.00%
Total	\$475,871	\$382,520	\$373,600	\$385,350	0.74%	3.15%
Total Without Benefits	\$298,431	\$297,970	\$281,990	\$290,920	2.37%	3.17%
Employees FTE	5.00	5.00	5.00	5.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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After the division approves the design and completes the construction documents, the project is advertised to initiate the bid process and award of contract.

Mission and Goals

The mission of Engineering Design is to provide high-quality engineering and project management for building a sound infrastructure of roads, bridges, and drainage systems.

Goals include:

- Prepare accurate buildable construction drawings, specifications, and cost estimates
- Maintain the roadway network pavement condition index (PCI) within a satisfactory range of 71 to 85
- Decrease the number of bridge structures with a sufficiency rating (BSR) less than 60 in the County's biennial bridge inspection program

Program Highlights

- During 2017, the bureau will have designed, advertised, and constructed two pavement management projects, two pipe culvert preservation projects, one traffic barrier improvement project, and improvements to John Pickett Road.
- During 2017, approximately 41 miles of roadway will be resurfaced, approximately 92 pipe culverts will be repaired or replaced, and approximately 15 small structure projects will be designed and permits obtained for construction.
- Between 2011 and 2016, approximately 231 miles, or 25% of the overall 924 paved mile road network, were treated through the Pavement Management Program.
- Following completion of the 2017 paving program, the PCI for the roadway network will remain in the satisfactory range with an overall rating of 80.5.

Description

The primary function of Engineering Design is to administer the following types of capital projects:

- Road maintenance
- Road construction
- Bridge rehabilitation/replacement
- Drainage systems

Budget Changes

- The decrease from FY 17 Original to Adjusted is due to employee turnover.
- A 3.0% salary increase is included in FY 18.
- Operating increases due to professional development.

The division designs in-house projects and reviews designs of outside contractors. The use of Computer-Aided Design (CAD) and drafting system allows the division to do more in-house design projects including:

- Grading studies
- Parking lots
- Boundary plats
- Road design
- Highway safety improvements
- Drainage, slip-lining, and culvert design

Engineering Survey

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$201,723	\$206,320	\$206,350	\$212,540	3.01%	3.00%
Benefits	161,794	69,960	78,250	81,680	16.75%	4.38%
Operating	16,232	8,910	8,910	9,380	5.27%	5.27%
Capital	0	0	0	0	0.00%	0.00%
Total	\$379,750	\$285,190	\$293,510	\$303,600	6.46%	3.44%
Total Without Benefits	\$217,955	\$215,230	\$215,260	\$221,920	-3.11%	3.09%
Employees FTE	5.00	5.00	5.00	5.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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Mission and Goals

The mission of Engineering Survey is to provide responsible, efficient, and effective surveys, survey control, and global positioning system points.

Goals include:

- Provide accurate, efficient, and comprehensive surveys for County projects
- Provide County-wide survey control established by global positioning system

Description

The division is responsible for all survey related functions performed for the County, including survey of County owned property and property intended to be purchased by the County. Services include topographic surveys for proposed roads, bridges culverts, and buildings.

This division maintains the County Survey Control Network. The network is a series of geographical survey points used as reference points for surveys. All projects requiring County review must be based on one of these survey control points.

Program Highlights

In FY 16, Engineering Survey performed 405 surveys, a 5% increase from the prior year. The Bureaus of Resource Management, Engineering, and Roads Operations account for the majority of the workload.

Budget Changes

- A 3.0% salary increase is included in FY 18.
- Operating increases due to the purchase of replacement jackets.

Facilities

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$2,295,249	\$2,374,390	\$2,363,500	\$2,434,460	2.53%	3.00%
Benefits	1,510,679	701,120	813,300	881,630	25.75%	8.40%
Operating	2,679,913	7,114,760	7,114,760	7,659,680	7.66%	7.66%
Capital	69,114	29,930	29,930	45,300	51.35%	51.35%
Total	\$6,554,955	\$10,220,200	\$10,321,490	\$11,021,070	7.84%	6.78%
Total Without Benefits	\$5,044,276	\$9,519,080	\$9,508,190	\$10,139,440	-6.52%	6.64%
Employees FTE	52.50	53.50	55.50	55.50	-----	-----

Note: Actuals include a health and fringe allocation while some operating expenditures were allocated to individual budgets. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocation. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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Mission and Goals

The Bureau of Facilities' mission is to maintain a clean, orderly, and attractive appearance of grounds, structures, and facilities.

Goals include:

- Provide an efficient and effective maintenance program that emphasizes proactive maintenance
- Deliver a timely and professional response to reactive maintenance service calls
- Provide immediate response to emergency maintenance requests

Description

The Bureau of Facilities provides maintenance, repairs, and renovations for buildings at more than 50 locations, with multiple buildings at several sites, throughout Carroll County. Full service maintenance is provided for air conditioning, heating, ventilating, plumbing, and electrical systems, and all other aspects involving the maintenance of building structures and equipment. Emphasis is placed on preventative maintenance efforts to reduce emergency calls and extend the useful life of buildings and equipment.

Facilities maintain and manage all of the grounds at County buildings, parks, and other County properties including those purchased for future use. This includes:

- Turf and landscape
- Woodlands and wildlife
- Storm water and recreational ponds
- Snow removal
- Rental management
- Construction and remodeling
- Athletic fields

Program Highlights

Recent projects include:

- Replacement of the Citizen Services Complex roof
- Elevator upgrades at the Courthouse Annex
- Parking overlay at Carroll Community College
- Shower wall and floor upgrades at the Detention Center

Budget Changes

- The decrease from FY 17 Original to Adjusted is due to employee turnover partially offset by the addition of a Boiler Mechanic position and the transfer of an Office Associate position from Roads Operations.
- A 3.0% salary increase is included in FY 18.
- Operating increases due to maintenance of the buildings formerly known as Charles Carroll Elementary and North Carroll High.

Fleet Management

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$1,026,953	\$1,058,720	\$1,046,860	\$1,079,400	1.95%	3.11%
Benefits	721,001	331,170	385,940	402,700	21.60%	4.34%
Operating	2,240,397	3,821,450	3,821,450	3,907,050	2.24%	2.24%
Capital	(265,732)	2,031,700	2,031,700	2,198,750	8.22%	8.22%
Total	\$3,722,619	\$7,243,040	\$7,285,950	\$7,587,900	4.76%	4.14%
Total Without Benefits	\$3,001,618	\$6,911,870	\$6,900,010	\$7,185,200	-3.95%	4.13%
Employees FTE	24.00	24.00	24.00	24.00	-----	-----

Note: Actuals include a health and fringe allocation while some operating and capital outlay expenditures were allocated to individual budgets. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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<http://ccgovernment.carr.org/ccg/fleetmgt/default.asp>

- Included in the Capital portion of the budget are the following replacement vehicles and equipment:

Replacement Type	Number	Amount
Car	3	67,600
Dump Truck	4	510,000
Gator	2	38,000
Gradall	1	365,000
Mowers/Tractors	5	228,000
Patrol SUV	14	574,000
Skid Loader	1	45,000
SUV	7	179,900
Trailer	2	20,750
Truck	7	285,000
Van	1	26,000
Wet Systems - Dump Trucks	4	20,000
Total	51	\$2,359,250

Mission and Goals

Provide safe and reliable transportation and equipment through efficient maintenance to all County agencies and other agencies in a cost-effective manner.

Goals include:

- Maintain vehicles through assertive preventative maintenance
- Provide guidance and information to agencies seeking new and replacement vehicles

Description

Fleet Management provides preventative maintenance services for County vehicles and equipment and associated agencies such as the Board of Education, Carroll Transit System, and the Carroll County Sheriff's Office. These vehicles and equipment range from heavy equipment, such as dump trucks, to lawn mowers and patrol vehicles.

Program Highlights

Below is a history of the Fleet revenue received from outside agencies for maintenance services provided and fuel dispensed:

FY 13	FY 14	FY 15	FY 16
\$1,226,197	\$1,354,962	\$1,228,561	\$1,093,150

Budget Changes

- The decrease from FY 17 Original to Adjusted is due to employee turnover.
- A 3.0% salary increase is included in FY 18.
- Operating increases due to repair parts and supplies.
- Capital increases due to the replacement of vehicles and equipment, and the additional purchase of a tire carousel.

- Included in the Capital portion of the budget are the following additional vehicles and equipment:

Additional Type	Number	Amount
Cargo Van	1	35,000
SUV	2	46,000
Tire Carousel	1	30,000
Truck	1	40,000
Total	5	\$151,000

Permits and Inspections

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$1,097,038	\$1,146,200	\$1,114,410	\$1,147,890	0.15%	3.00%
Benefits	756,482	353,700	389,430	417,940	18.16%	7.32%
Operating	64,618	24,070	24,070	24,730	2.74%	2.74%
Capital	54,483	0	0	6,240	100.00%	100.00%
Total	\$1,972,621	\$1,523,970	\$1,527,910	\$1,596,800	4.78%	4.51%
Total Without Benefits	\$1,216,139	\$1,170,270	\$1,138,480	\$1,178,860	-0.73%	3.55%
Employees FTE	23.00	24.00	24.00	24.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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Budget Changes

- The decrease from FY 17 Original to Adjusted is due to employee turnover.
- A 3.0% salary increase is included in FY 18.
- Capital increases due to the purchase of replacement chairs.

Mission and Goals

The Bureau of Permits and Inspections provides efficient, effective, and courteous service to the citizens of Carroll County while complying with all laws and ordinances.

Goals include:

- Perform quality plan reviews and inspections within 24 hours of the request
- Accurately and consistently enforce minimum building codes
- Provide a simple, streamlined permit and review process to the public while maintaining an effective system

Description

The Bureau of Permits and Inspections is responsible for enforcing building, mechanical, electrical, plumbing, handicap, energy, livability, and life-safety codes adopted through local ordinances and/or Maryland State law. The bureau accepts, processes, and issues all building, plumbing, and electrical permits, as well as licensing of electricians, plumbers, gas fitters, and utility contractors. The Permits and Inspections staff ensures buildings are safe for occupancy and work in coordination with public safety personnel to protect the health and safety of the citizens of Carroll County.

Program Highlights

Over the past four years, 90% of permit applications were processed on the first day and 99% were processed within ten days.

Inspections	2013	2014	2015	2016
Building	15,185	15,151	15,135	15,922
Electrical	10,838	12,116	12,627	14,098
Plumbing/Site	11,431	12,296	11,382	11,324
Total	37,454	39,563	39,144	41,432

Roads Operations

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$3,753,711	\$4,117,800	\$4,045,970	\$4,170,810	1.29%	3.09%
Benefits	3,034,051	1,396,180	1,623,340	1,674,950	19.97%	3.18%
Operating	3,241,750	2,379,165	2,379,165	2,439,850	2.55%	2.55%
Capital	831,007	52,915	52,915	59,500	12.44%	12.44%
Total	\$10,860,519	\$7,946,060	\$8,101,390	\$8,345,110	5.02%	3.01%
Total Without Benefits	\$7,826,468	\$6,549,880	\$6,478,050	\$6,670,160	-1.84%	2.97%
Employees FTE	106.90	107.90	106.90	106.90	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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Mission and Goals

To provide a local road system that is in good condition by using the most economical means available and to provide timely citizen service.

Goals include:

- Maintain the condition of County gravel roads
- Manage roadside growth
- Maintain centerline and edgeline road markings
- Provide ongoing road maintenance

Description

The bureau of Roads Operations maintains approximately 150 bridges and more than 980 miles of roads. Road maintenance tasks include:

- Paving and patching
- Crack sealing
- Road shoulder restoration
- Ditch installation and reconditioning
- Inlet repair and rebuilding
- Pipe maintenance and replacement
- Roadside mowing
- Tree trimming and removal
- Litter and debris removal
- Roadway evaluations

Budget Changes

- The decrease from FY 17 Original to Adjusted is due to employee turnover and the transfer of an Office Associate position to Facilities.
- A 3.0% salary increase is included in FY 18.
- Capital increases due to the one-time purchase of video inspection equipment in FY 18.

Storm Emergencies

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$534,407	\$470,580	\$470,580	\$484,700	3.00%	3.00%
Benefits	559	0	0	0	0.00%	0.00%
Operating	1,883,427	1,557,870	1,557,870	1,653,630	6.15%	6.15%
Capital	6,442	44,150	44,150	101,890	130.78%	130.78%
Total	\$2,424,835	\$2,072,600	\$2,072,600	\$2,240,220	8.09%	8.09%
Total Without Benefits	\$2,424,276	\$2,072,600	\$2,072,600	\$2,240,220	-8.09%	8.09%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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Mission

To provide effective responses to emergencies involving the County's highway system.

Description

The funds allocated to this budget are to cover the costs of snow removal operations and emergency response to damage from:

- Flooding
- Down trees
- Cave-ins
- Vehicle accidents
- Other hazards

Staff who perform this function are included in the Bureau of Roads Operations and no regular hours for employees are charged to this budget. The personnel expenses are for overtime hours logged by Roads Operations responding to snow or other emergency situations.

For snow removal operations, there are 63 snow plow routes. Fifty of these routes are covered by County owned equipment while the other 13 routes are contracted.

Budget Changes

- Operating increases due to salt prices.
- Capital increases due to the second of three planned replacement bunk trailers in FY 17 – 19.

Traffic Control

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	286,114	361,120	361,120	371,950	3.00%	3.00%
Capital	3,350	28,700	28,700	10,520	-63.34%	-63.34%
Total	\$289,464	\$389,820	\$389,820	\$382,470	-1.89%	-1.89%
Total Without Benefits	\$289,464	\$389,820	\$389,820	\$382,470	1.89%	-1.89%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

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Mission and Goals

To keep all signs and highway markings in good repair and in compliance with the Uniform Traffic Control Devices manual.

Goals include:

To minimize the amount of time that signs are down or missing and to have reasonable schedule of re-striping and replacing road markings.

Description

Staff who perform the Traffic Control function are included in the Bureau of Roads Operations. Employees are responsible for using the paint truck to maintain and place all highway markings such as:

- Centerlines
- Edge lines
- Crosswalks
- Stop bars
- Turn lanes
- Rail crossing

In addition, this division has the following responsibilities connected with traffic control and road name signs:

- Replacement
- Repair
- Cleaning
- Creating
- Installation

The need for new signs is determined through routine inspection and investigation, citizen requests, and laws and regulations.

Budget Changes

Capital decreases due to the purchase of an attenuator trailer and a message/arrow board in FY 17 offset by the purchase of a laser sight in FY 18.

Citizen Services Appropriations

Citizen Services Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Citizen Services Administration	\$493,012	\$380,440	\$394,510	\$446,280	17.31%	13.12%
Aging and Disabilities	1,293,464	1,146,670	1,240,850	1,269,300	10.69%	2.29%
Recovery Support Services	814,608	845,630	845,630	845,630	0.00%	0.00%
Total Citizen Services	\$2,601,085	\$2,372,740	\$2,480,990	\$2,561,210	7.94%	3.23%

Total Without Benefits	\$2,020,333	\$2,067,310	\$2,094,520	\$2,122,050	2.65%	1.31%
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	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Access Carroll	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	0.00%
The Arc Carroll County	237,860	250,240	250,240	257,750	3.00%	3.00%
CHANGE, Inc.	237,860	250,240	250,240	277,740	10.99%	10.99%
Family and Children's Services	339,380	369,560	369,560	369,560	0.00%	0.00%
Flying Colors of Success	38,370	88,290	88,290	42,300	-52.09%	-52.09%
Human Services Program	1,124,610	1,147,100	1,147,100	1,170,040	2.00%	2.00%
Mosaic Community Services	104,450	105,490	105,490	106,540	1.00%	1.00%
Rape Crisis Intervention Services	90,850	136,160	136,160	142,970	5.00%	5.00%
Target Community and Ed. Services	237,860	250,240	250,240	257,750	3.00%	3.00%
Youth Services Bureau	704,270	792,360	792,360	883,210	11.47%	11.47%
Total Citizen Services Non-Profits	\$3,135,510	\$3,409,680	\$3,409,680	\$3,527,860	3.47%	3.47%

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Health Department	\$3,215,710	\$3,296,100	\$3,296,100	\$3,394,980	3.00%	3.00%
Social Services	20,000	20,000	20,000	20,000	0.00%	0.00%
Total Citizen Services State	\$3,235,710	\$3,316,100	\$3,316,100	\$3,414,980	2.98%	2.98%

Total Citizen Services	\$8,972,305	\$9,098,520	\$9,206,770	\$9,504,050	4.46%	3.23%
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Total Without Benefits	\$8,391,553	\$8,793,090	\$8,820,300	\$9,064,890	3.09%	2.77%
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Note: FY 17 Adjusted Budget reflects a change in OPEB allocations.

Citizen Services

Citizen Services Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Citizen Services Administration	\$493,012	\$380,440	\$394,510	\$446,280	17.31%	13.12%
Aging and Disabilities	1,293,464	1,146,670	1,240,850	1,269,300	10.69%	2.29%
Recovery Support Services	814,608	845,630	845,630	845,630	0	0
Total Citizen Services	\$2,601,085	\$2,372,740	\$2,480,990	\$2,561,210	7.94%	3.23%
Total Without Benefits	\$2,020,333	\$2,067,310	\$2,094,520	\$2,122,050	2.65%	1.31%

FY 17 Adjusted Budget reflects a change in OPEB allocations.

Mission and Goals

To provide individuals and families with information, programs, and services that focus on sustaining and enhancing their quality of life.

Goals include:

- Ensure that Carroll County remains a place where all citizens can live healthy, secure, and productive lives
- Deliver quality customer service to the evolving community of Carroll County
- Provide the highest quality of services, programs, and assistance to promote choice, dignity, and independence for older adults and those who care for them

Highlights, Changes, and Useful Information

Services provided at the Senior Centers	FY 14	FY 15	FY 16
Meals served	33,055	37,124	39,374
Older Adults Registered at Senior Community Centers	5,338	5,556	4,856
Income Tax Forms prepared by AARP at Bureau	1,085	1,255	1,211

Budget Changes

- The increase from FY 17 Original to Adjusted is due to employee turnover, salary adjustments, reclassifications, and a change in OPEB allocations.
- Citizen Services Administration increases due to the potential opening of the Warming and Cooling Center on Federal holidays as needed, salary adjustments, and the change in OPEB allocations.
- Aging and Disabilities increases from FY 17 Adjusted to FY 18 due to the change in the OPEB allocations.

Citizen Services Administration

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$222,340	\$299,000	\$298,240	\$307,120	2.72%	2.98%
Benefits	106,006	68,070	82,900	113,400	66.59%	36.79%
Operating	95,649	13,370	13,370	25,760	92.67%	92.67%
Capital	69,017	0	0	0	0.00%	0.00%
Total	\$493,012	\$380,440	\$394,510	\$446,280	17.31%	13.12%
Total Without Benefits	\$387,006	\$312,370	\$311,610	\$332,880	6.57%	6.83%
Employees FTE	5.25	5.88	5.88	5.88	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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Budget Changes

- The increase from FY 17 Original to Adjusted is due to the change in the OPEB allocations.
- A 3.0% salary increase is included in FY 18.
- Benefits increase due to the OPEB allocations.
- Operating increases due to the potential opening of Warming and Cooling Centers and employee training.

Mission and Goals

To provide individuals and families with information, programs, and services that focus on sustaining and enhancing their quality of life.

Goals include:

- Ensure that Carroll County remains a place where all citizens can live healthy, secure, and productive lives
- Provide the highest quality of service programs and assistance to promote choice, dignity, and independence for older adults and those who care for them

Description

The Department of Citizen Services administers:

- Aging and Disabilities
- Housing and Community Development
- Local Management Board
- Recovery Support Services

The Department is responsible for the County government's compliance with the Americans with Disabilities Act and serves as the liaison to the following agencies which receive County funds:

- Access Carroll
- The ARC Carroll County
- CHANGE, Inc.
- Family and Children's Services
- Flying Colors of Success
- Human Services Programs
- Mosaic Community Services, Inc.
- Rape Crisis Intervention Services
- Social Services
- Target
- Youth Services Bureau

Aging and Disabilities

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$674,149	\$755,720	\$783,690	\$807,530	6.86%	3.04%
Benefits	474,746	237,360	303,570	325,760	37.24%	7.31%
Operating	144,020	136,390	136,390	131,010	-3.94%	-3.94%
Capital	550	17,200	17,200	5,000	-70.93%	-70.93%
Total	\$1,293,464	\$1,146,670	\$1,240,850	\$1,269,300	10.69%	2.29%
Total Without Benefits	\$818,719	\$909,310	\$937,280	\$943,540	3.76%	0.67%
Employees FTE	18.44	19.38	19.38	19.38	-----	-----

Note: Actuals include a health and fringe allocation other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

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Mission and Goals

The Bureau of Aging and Disabilities is dedicated to providing the highest quality of services, programs, and assistance to promote choice, dignity, and independence for older adults, adults with disabilities, and those who care for them.

Goals include:

- Promote independent living
- Minimize or prevent inappropriate institutional placement
- Assure a dignified level of living for those requiring a more structured living environment
- Promote awareness of Maryland Access Point services

Description

The Bureau of Aging and Disabilities is responsible for a wide range of programs and services for older adults (60 and over) and disabled adults (18 and older) at the five Senior and Community Centers in Carroll County. Combined Federal, State, and County funding support the programs which provide essential services for Carroll County:

- Information and Assistance/Referral
- Senior Assisted Living Group Home Subsidy
- Senior Health Insurance Program
- Senior Medicare Patrol
- Transportation Assistance
- Community Options Waiver
- National Family Caregiver Support Program
- Long Term Care Ombudsman Program
- Legal Aid Services
- Guardianship Program
- Senior Inclusion Program
- Senior and Community Centers
- Nutrition Program – Congregate Meals
- Home Delivered Meal Program

Program Highlights

- Carroll County is a site for Maryland Access Point (MAP). MAP is Maryland's version of Federal Aging and Disability Resource Center. It streamlines access to needed services for older adults and those 18 and over with disabilities.
- At the five senior centers, 5,038 older adults are registered.
- In FY 16, 4,856 older adults participated in classes.

Budget Changes

- The increase from FY 17 Original to Adjusted is due to a change in OPEB allocations and salary adjustments.
- A 3.0% salary increase is included in FY 18.
- Benefits increase due to a change in OPEB allocations.
- Operating decreases due to a reduction in class expenditures at the senior centers.
- Capital decreases due to one-time funding of \$14,200 for senior center gym equipment in FY 17.

Recovery Support Services

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	0	0	0	0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	803,814	845,630	845,630	845,630	0.00%	0.00%
Capital	10,794	0	0	0	0.00%	0.00%
Total	\$814,608	\$845,630	\$845,630	\$845,630	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Christine Cambareri Kay, Director (410) 386-3600
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Mission and Goals

To provide a Residential Support and Crisis Service Program for Carroll County individuals who have substance use or co-occurring substance use and mental health disorders, to improve their quality of life and to foster self-sufficiency, dignity and respect.

Goals include:

- To improve the quality of life by providing an integrated network of comprehensive, effective, and efficient behavioral health services that foster self-sufficiency, dignity, and respect
- Increase ability to perform daily activities to achieve self-care standards that allow for independent living

Description

This program is a recovery-oriented system of behavioral health care that offers residents an array of accessible services and support to address their particular behavioral health condition. The County anticipates that this program will serve an active residential capacity of up to 48 individuals with four beds serving as crisis beds.

Budget Changes

This budget is held flat from FY 17.

Citizen Services Non-Profits

Citizen Services Non-Profits Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Access Carroll	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	0.00%
The Arc Carroll County	237,860	250,240	250,240	257,750	3.00%	3.00%
CHANGE, Inc.	237,860	250,240	250,240	277,740	10.99%	10.99%
Family and Children's Services	339,380	369,560	369,560	369,560	0.00%	0.00%
Flying Colors of Success	38,370	88,290	88,290	42,300	-52.09%	-52.09%
Human Services Program	1,124,610	1,147,100	1,147,100	1,170,040	2.00%	2.00%
Mosaic Community Services	104,450	105,490	105,490	106,540	1.00%	1.00%
Rape Crisis Intervention Services	90,850	136,160	136,160	142,970	5.00%	5.00%
Target Community and Ed. Services	237,860	250,240	250,240	257,750	3.00%	3.00%
Youth Services Bureau	704,270	792,360	792,360	883,210	11.47%	11.47%
Total Citizen Services Non-Profits	\$3,135,510	\$3,409,680	\$3,409,680	\$3,527,860	3.47%	3.47%

Mission and Goals

Citizen Services Non-Profit Service Providers is a functional grouping of agencies that provide a variety of services to fulfill the basic needs of children, youth, older adults, and the disabled in the community. The Department of Citizen Services is the coordinating agency for all human service functions funded by Carroll County Government.

Goals include:

- Linking citizens to community services
- Reducing the risk of crime and substance abuse, with attention to prevention, enforcement, and treatment, and focusing on youth and families

Highlights, Changes, and Useful Information

The non-profit agencies are funded at the discretion of the Commissioners. This funding is to offset part of the cost of services the County would likely provide if they were not made available to citizens through the non-profits.

Budget Changes

- The Arc Carroll County and Target Community Education Services increase due to a 1% planned increase and additional \$5,010 of ongoing funding in FY 18.
- One-time funding of \$25,000 is included in CHANGE, Inc. for HVAC and LED lighting.
- Family and Children's Services Domestic Violence and Sexual Abuse have been combined into one budget.
- Flying Colors of Success decreases due to one-time funding of \$48,000 for the purchase of a vehicle in FY 17.
- Additional funding of \$75,000 is included in Youth Service Bureau for drug treatment.

Access Carroll

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	20,000	20,000	20,000	20,000	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Tammy Black, RN, BSN- Executive Director (410) 871-1478
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Mission and Goals

To champion health and provide quality, integrated health care services for low-income residents of Carroll County.

Goals include:

- Increase the number of pro bono or discount providers
- Increase the number of people receiving coordinated healthcare

Description

Access Carroll is a primary care medical office located at 10 Distillery Drive in Westminster, MD. Access Carroll provides free medical care and health education to uninsured Carroll County residents who are at 200% or below the Federal Poverty Level. The organization estimates roughly 24,000 people in the County qualify for treatment. Patients are seen on an appointment basis by nurse practitioners, physicians, or physician assistants and donations are accepted. In addition to primary healthcare, services also include:

- Medication Assistance
- Laboratory Testing
- Radiology Testing
- Referrals to Specialists
- Family Dental Services

In addition to the direct contribution of \$20,000, the County provides Access Carroll with \$266,000 of in-kind services through building space at the Citizen Services Distillery Building.

Program Highlights

- Access Carroll serviced 8,994 individual patients, including 1,024 new clients in FY 16.
- Access Carroll formed a partnership with Carroll County Health Department to provide behavioral health care in FY 17 and has been recognized as a model for innovative usage of resources by the Governor's Office.

Budget Changes

This budget is held flat from FY 17.

The Arc Carroll County

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	237,860	250,240	250,240	257,750	3.00%	3.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$237,860	\$250,240	\$250,240	\$257,750	3.00%	3.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Donald Rowe, Executive Director (410) 848-4124
 Chizuko M. Godwin, Budget Analyst (410) 386-2082
<http://www.arccarroll.com>

Mission and Goals

To support the efforts of people with cognitive and developmental disabilities to define and realize their goals in life.

Goals include:

- Promote, expand, and enhance the name, image, and services of The Arc throughout the community
- Evaluate all programs and service areas for relevance and quality of services and supports for clients
- Raise program quality through staff input and innovation by creating person-centered services
- Identify the needs of the people who are served
- Maximize the use of monetary assets by prioritizing needs and investing responsibly for the future
- Expand staff development to include formal orientation for new hires and targeted trainings to address complex needs
- Develop and enhance the relationships and partnerships with major stakeholders
- Become the most dynamic and sought after provider of services without boundaries

Description

The Arc Carroll County is a non-profit organization located at 180 Kriders Church Road, Westminster, MD. The Arc organizes the numerous services it provides to individuals with cognitive and developmental disabilities into three primary service departments:

- Community Living programs
- Day Services programs
- Transportation services

The Community Living program creates personalized living arrangements in a community-based setting. Services in the program include respite care, adaptive equipment, architectural modifications, personal care, health services, in-home support, medical supplies, and transportation.

The Day Services program provides a variety of opportunities to assist people in realizing their career and employment goals through vocational and job development training, paid employment opportunities with local businesses, and job retention services.

Transportation services provides door-to-door transportation to people participating in The Arc sponsored programs and services as well as daily transportation to over 200 students attending specialized programs in Carroll County Public Schools.

Program Highlights

In FY 16:

- Employment services were provided to 126 individuals.
- Individual and family support services were provided to 73 clients.
- Residential services were provided to 27 clients.

Budget Changes

A 1% increase is included, as well as an additional \$5,010 of ongoing funding.

CHANGE, Inc.

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	237,860	250,240	250,240	277,740	10.99%	10.99%
Capital	0	0	0	0	0.00%	0.00%
Total	\$237,860	\$250,240	\$250,240	\$277,740	10.99%	10.99%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Michael F. Shriver, Executive Director (410) 876-2179

Chizuko M. Godwin, Budget Analyst (410) 386-2082

<http://www.changeinc.cc/>

Mission and Goals

To support individuals with disabilities to achieve community integration and independence through personal choices by providing necessary resources, training, and tools for growth.

Goals include:

- Foster an environment that promotes cooperation in the community for the success of each individual
- Communicate clearly, truthfully, and constructively in all interactions with all facets of our community
- Work towards encouraging an environment that embraces trust and commitment
- Pursue higher standards that promote an environment that encourages creativity, innovation, and interdepartmental collaboration
- Work together in an environment that recognizes and celebrates communal successes and individual accomplishments

Description

CHANGE, Inc. is a non-profit organization located at 115 Stoner Avenue, Westminster, MD, that provides the following programs for individuals with developmental and intellectual disabilities:

- Day Habilitation with daily transportation
- Vocational Program
- Transitional Program
- Family and Individual Support Services
- Respite Inn

Clients in the Day Habilitation Program receive support, training, and assistance in activities of daily living, including basic hygiene, mobility, communications, and personal care. Services include a therapeutic pool, a community volunteer program, and daily transportation.

The Vocational Program provides a sheltered workshop environment and supported employment opportunities for 65 individuals.

The Transition program is for clients who no longer wish to participate in the Vocational Program or who need more socialization, work opportunities, or structured group programming.

Family and Individual Support Services provide respite care, in home personal assistance, and other services to families and individuals.

The Respite Inn provides temporary care for children and adults in a comfortable home-like environment. Clients come prepared with a list of activities that they would like to do during their stay.

Program Highlights

- In FY 16, 237 individuals were served.
- Vocational Opportunities for Independent Change and Empowerment (VOICE) is a new program that works with the clients on in-home living skills.

Budget Changes

A 1% increase is included, as well as one-time funding of \$25,000 for HVAC and LED lighting.

Family and Children's Services

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	339,380	369,560	369,560	369,560	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$339,380	\$369,560	\$369,560	\$369,560	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Kelley Rainey, Director of Carroll County Programs
(410) 876-1233

Chizuko M. Godwin, Budget Analyst (410) 386-2082
<http://www.fcsmd.org>

- Outreach, with police accompaniment, as follow-up to 911 calls (First Step Projects)
- Court-ordered and voluntary programs include: Abuser Intervention, Anger Management, and Appropriate Responses to Abuse.

Mission and Goals

To transform the lives of children and adults by providing opportunities to build self-confidence, resilience, and hope.

Goals include:

- Foster safety, resiliency, and stability for families impacted by crime and violence
- Expand capacity, infrastructure, and efficiency to increase the number of victims served, particularly those that are in special classes or who have been traditionally underserved
- Contribute to a more cohesive and streamlined victim services system that is more accessible and responsive
- Educate law enforcement, the court system, service providers, and the public about the devastating emotional, psychological, and physical effects that crime and violence have on victims and the options available to those victims

Description

Family and Children's Services (FCS) of Central Maryland located at 22 North Court Street, Westminster, MD, is a private, non-profit, non-sectarian social services agency that provides specialized programs to victims of domestic violence, sexual assault, childhood sexual and physical abuse, and neglect and elder abuse. The emphasis of Family Violence Project is on developing and implementing strategies specifically intended to move families impacted by crime and violence from crisis and vulnerability to safety and stability. FCS has been providing services to clients suffering from domestic violence since 1977. Services include:

- Twenty-four hour hotline, emergency counseling, and shelter at the DVP Safe House.
- DVP Safe House offers up to 60 days of safe shelter, individual and group counseling and therapy, education, ongoing case management, and support groups.
- Legal representation, court accompaniment, and assistance obtaining resources for victims.

Program Highlights

- Created a formal relationship with One Love Foundation to have prevention in place for dating relationship violence with 16-24 age group.
- Hired a part-time psychiatrist to provide services to children, adolescents and adults.
- FCS began working with Carroll County Public Schools and reached 180 students in the last academic quarter.
- FCS continues to play an important role in implementing the Lethality Assessment Program (LAP), an 11-question screening tool that allows all law enforcement agencies and first responders in the County to better assess victims' needs for early intervention and connect them with immediate help. Currently FCS is working with McDaniel and Access Carroll to implement the LAP by spring of 2017.

Budget Changes

- Domestic Violence and Sexual Abuse budgets have been combined, beginning in FY 18, and renamed as Family and Children's Services.
- The funding level is held flat from FY 17.

Flying Colors of Success

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	38,370	88,290	88,290	42,300	-52.09%	-52.09%
Capital	0	0	0	0	0.00%	0.00%
Total	\$38,370	\$88,290	\$88,290	\$42,300	-52.09%	-52.09%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

C. Michael Hardesty, M.S. President/CEO (410) 876-0838
 Chizuko M. Godwin, Budget Analyst (410) 386-2082
<http://www.flyingcolorsofsuccess.org/>

Budget Changes

- Operating decreases due to one-time funding of \$48,000 for a vehicle in FY 17.
- A 5% increase is included.

Mission and Goals

To provide the highest quality community-based support designed to enhance the quality of life and increase the independence of people with disabilities and special needs.

Goals include:

- Provide quality community-based residential services to citizens with intellectual and developmental disabilities in single family homes throughout Carroll County
- Develop and provide specialized one-on-one day services for individuals ineligible for, or who elect not to attend, traditional day programs
- Develop handicap accessible housing, and serve as a model for other organizations and citizens
- Provide a handicap respite resource
- Provide advocacy/support to students with intellectual disabilities transitioning from Carroll County Public Schools

Description

Flying Colors of Success (FCS, Inc.) was founded by the Kennedy Krieger Institute in 1991 and established as a private non-profit organization. FCS, Inc. administrative offices are located at 88 East Main Street, Westminster, MD. FCS, Inc. is licensed to provide residential services, family and individual support services, respite, community supported living arrangements, and day program services. The residential program operates 365 days a year and provides 24 hour support. FCS, Inc. provides transportation for medical appointments, as well as social and recreational activities. Direct support staff is trained in health, safety, and behavioral support. Quality Assurance Staff monitor the programs to assure client needs are met.

Program Highlights

In FY 16, FCS, Inc. provided residential services for 32 individuals and day services to nine, for a total of 41 individuals.

Human Services Program

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	1,124,610	1,147,100	1,147,100	1,170,040	2.00%	2.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$1,124,610	\$1,147,100	\$1,147,100	\$1,170,040	2.00%	2.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Angela Gustus, Executive Director (410) 386-6620
 Chizuko M. Godwin, Budget Analyst (410) 386-2082
<http://www.hspinc.org/>

Mission and Goals

To help improve the quality of life and self-sufficiency of at-risk and low-income Carroll County residents by providing assistance with basic needs, advocacy, linkages to resources, and opportunities to enhance life skills. Services involve three main divisions: emergency assistance, housing and shelters for the homeless, and a family support center.

Goals include:

To assist low-income and at-risk residents with:

- Employment
- Education
- Income management
- Housing
- Emergency services
- Nutrition
- Self-sufficiency

Description

Human Services Program (HSP) located at 10 Distillery Drive, Westminster, MD, is a private, non-profit agency. HSP is the County's designated Community Action Agency (CAA) that serves as the point of entry for accessing the many countywide services that fight poverty and promote self-sufficiency for low-income individuals and families to enable them to achieve economic independence. Programs and Services offered include:

- Emergency and Energy
- Family Support Center
- Child and Adult Food Programs
- Shelters:
 - Safe Haven Shelter
 - Cold Weather Shelter
 - The Woman and Children's Shelter
 - The Intact Family Shelter
 - Men's Shelter
- Housing:
 - Rental Allowance Program (RAP)
 - Homeless Prevention Program

Constituents Served:

	Clients	Households
FY 13	12,274	4,952
FY 14	12,534	5,277
FY 15	9,911	4,973
FY16	10,395	4,166

In addition to the direct contribution of \$1,170,040, the County provides Human Service Programs with \$679,000 of estimated in-kind services through building space at the Citizen Services Distillery Building and \$208,000 for the space provided for Safe Haven.

Program Highlights

In FY 16:

- Emergency Assistance assisted 272 households.
- Women's Shelter housed 52 adults and 44 children.
- Cold Weather Shelter served 164 adults.
- Safe Haven served 47 adults.
- Workforce Development served 119 clients and Second Chances free store served 3,161 households.

Budget Changes

A 2% increase is included.

Mosaic Community Services

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	104,450	105,490	105,490	106,540	1.00%	1.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$104,450	\$105,490	\$105,490	\$106,540	1.00%	1.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Jeff Richardson, Executive Director (410-453-9553)
 Chizuko M. Godwin, Budget Analyst (410) 386-2082
<http://www.mosaicinc.org/>

Mission and Goals

Mosaic Community Services is a comprehensive non-profit community behavioral health organization devoted to enhancing the quality of life for those with mental illness and promote their recovery through effective, community-based, outcome-focused services that are consumer-driven, flexible, and comprehensive.

Goals include:

- Provide quality outpatient mental health psychiatric treatment services and therapy
- Provide crisis and case management services
- Provide in-home and off-site based Psychiatric Rehabilitation services for up to 30 Carroll County adults with severe mental illness at any one time
- Provide Residential Rehabilitation Housing for up to 28 county residents with severe mental illness at any one time
- Provide a comprehensive corporate compliance and quality improvement program to evaluate treatment outcomes and develop process improvement

Description

Mosaic Community Services, Inc. is a non-profit mental health organization located in the Granite House at 288 E. Green Street, Westminster, MD. Granite House (a program of Mosaic Community Services) is Carroll County's largest provider of publicly supported outpatient mental health services to adults and older teens. The organization's two primary services include the clinic and group practice and the Psychiatric Rehabilitation Program.

Program Highlights

The mental health clinic and group practice serves over 1,300 people at any one time, including over 1,000 consumers in the Public Mental Health System. Treatment services include:

- Psychiatric evaluation
- Medication evaluation, treatment, and monitoring
- Individual, group, and family therapy
- Treatment planning and coordination
- Case management and coordination with other providers

The Psychiatric Rehabilitation Program provides skills training and support to individuals with severe and persistent mental illness. The elements of this program include:

- A housing program, which serves up to 28 people in agency-operated housing and another 30 in their own homes.
- A day rehabilitation program, which provides group services to individuals designed to improve social skills, self-esteem, and daily life coping.
- Vocational pathways, a supported employment program, uses evidence-based technologies to help as many as 60 disabled individuals become employed.

In FY 16, 15,619 clients were served.

Budget Changes

A 1% increase is included.

Rape Crisis Intervention Service

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	90,850	136,160	136,160	142,970	5.00%	5.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$90,850	\$136,160	\$136,160	\$142,970	5.00%	5.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Janice Kispert, CEO (410) 857-0900
Chizuko M. Godwin, Budget Analyst (410) 386-2082
<http://www.rapecrisiscc.org>

In addition to the direct contribution of \$142,970, the County provides RCIS with \$39,000 of estimated in-kind services through building space.

Mission and Goals

To provide counseling and support services to citizens hurt by sexual violence and to eliminate sexual violence in Carroll County through education and advocacy.

Goals include:

- Develop service plans for clients receiving in-person counseling
- Have clients meeting their goals as outlined in their service plans in order to have their files closed
- Provide education regarding healthy relationships and sexual abuse and assault prevention to youth in the Carroll County public middle schools

Program Highlights

- RCIS formed a partnership with Carroll County State's Attorney's Office to provide all high schools with a program on relationship violence.
- RCIS expanded its outreach effort to Carroll County middle and high schools to provide sexual assault prevention education.
- 211 individuals were served.
- 296 Hotline calls were received
- 115 face-to-face interventions were provided.
- 130 individual and group therapy sessions were provided.

Description

Rape Crisis Intervention Service (RCIS) of Carroll County, Inc. is a private non-profit organization located at 224 North Center Street, Room 102, Westminster, MD. RCIS serves residents of Carroll County aged 12 and older who have been affected by any type of sexual violence.

The following aspects of service make RCIS unique among other service providers in Carroll County:

- Free confidential crisis counseling services are available on a walk-in basis, and same day service is provided.
- The 24-hour hotline provides fast access, confidentiality, and is staffed by certified volunteers.
- Accompaniment services to police stations, hospitals, and courts are available.
- Victims do not need to disclose their name or personal financial information to access services.
- Minors do not require parental permission or knowledge to obtain services of information.

All services are of a short duration with most clients completing treatment within a period of six months. The County funds are used primarily to support crisis intervention services, education programs, outreach services, and overhead costs. Treatment services are provided to both victims and families.

Budget Changes

A 5% increase is included.

Target Community and Educational Services

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	237,860	250,240	250,240	257,750	3.00%	3.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$237,860	\$250,240	\$250,240	\$257,750	3.00%	3.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Thomas Zirpoli, President & CEO (410) 848-9090
 Chizuko M. Godwin, Budget Analyst (410) 386-2082
<http://www.targetcommunity.org/>

Mission and Goals

Enhance the lives of individuals with developmental and physical disabilities through quality, community-based residential, vocational, recreational, and family support services.

Goals include:

- 100% of clients in Residential Services will score satisfied or higher concerning their current living arrangement.
- 100% of clients in Vocational Services will be satisfied with their current job placement.
- 100% of clients in Recreational Services will be provided community-based recreational opportunities.
- 100% of clients in Family Support Services will score satisfied or higher concerning these services.

Description

Target Community and Educational Services, Inc. is a non-profit organization located at 111 Stoner Avenue, Westminster, MD. Target provides residential, vocational, recreational, and family support services to children and adults with developmental disabilities. Target services include:

- Residential / Community Living Services
- Vocational Services
- Recreational Services
- Family Support Services
- Autism Program

Target programs include:

- Seven alternative living unit houses owned by Target and occupied by no more than three developmentally disabled adults under the direct care of staff
- Supervision, support, and direct care to clients who choose to live with their family or in their own home
- Assistance to individuals with disabilities in finding jobs
- Job-coaching support and helping individuals earn a competitive wage

- A partnership with Carroll County Public Schools to provide a School-to-Work transaction program for students with disabilities leaving the public school system, but not ready for college or employment
- An autism program that provides in-home support, services, and respite for families in Carroll County who have children with autism

The Winchester Country Inn is the former home of William Winchester, the founder of Westminster, MD. It is located on the property used by Target Community and Educational Services, Inc. The Inn is a functioning tearoom and gift shop as well as vocational training site for individuals with developmental disabilities.

Program Highlights

The table below shows the number of clients Target served in FY 14 through FY 16:

Type of Service	FY 14	FY 15	FY 16
Alternative Living Services	21	19	19
Family Support Services	18	18	16
Autism Program	26	32	31
Supportive Employment	29	28	29
Rehabilitative Services	45	37	49
Post-Secondary	13	12	10
Day Program	20	21	22
Total	172	167	176

Budget Changes

A 1% increase is included, as well as an additional \$5,010 of ongoing funding.

Youth Services Bureau

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	704,270	792,360	792,360	883,210	11.47%	11.47%
Capital	0	0	0	0	0.00%	0.00%
Total	\$704,270	\$792,360	\$792,360	\$883,210	11.47%	11.47%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Lynn Davis, Executive Director (410) 848-2500
Chizuko M. Godwin, Budget Analyst (410) 386-2082
<http://www.ccysb.org/>

Mission and Goals

To provide a continuum of community-based mental health and substance abuse services for children, adults, and families in Carroll County. The Carroll County Youth Service Bureau (CCYSB) uses a multi-disciplinary approach to deliver prevention, intervention, and treatment services in the least restrictive and most cost effective manner. In the true spirit of the helping profession, CCYSB is dedicated to excellence in service, innovation in programming, and responsiveness to our community.

Goals include:

- Maximize potential of youth by advocating for, providing, and supporting high-quality counseling
- Provide crisis intervention services by way of suicide intervention and potential for violence assessments
- Direct children and families to other appropriate resources when services at CCYSB are at capacity
- Provide educational and outreach services to children, parents, adults, and organizations in the community
- Deter youth from delinquent activities through early intervention and prevention activities
- Identify physical and social conditions that provide opportunities for growth and healthy maturation for youth
- Provide home-based, case management, intensive counseling and support services through mobile treatment and family preservation services
- Provide quality service by staying current in clinical knowledge and statistical trends and by continually evaluating the effectiveness through a quality assurance system

Description

CCYSB operates from 59 Kate Wagner Road, Westminster, MD. Serving the Carroll County community since 1972, CCYSB is an outpatient mental health clinic for children, adults, and families and the organization receives oversight licensing and certification from the MD Departments of Health

and Mental Hygiene (DHMH) and Juvenile Services (DJS). The Local Management Board (LMB) also provides oversight. On July 1, 2011 CCYSB took over the management of the substance abuse services formally provided by Junction, Inc.

CCYSB clients possess a variety of behavioral and emotional illnesses and can include at-risk and severely emotionally disturbed children, adolescents, and adults, as well as the chronically mentally ill. With a strong focus on prevention through early intervention, education, and recognition that children, adults, and families may require different services, CCYSB has developed a continuum of services to meet individual needs. Services currently provided include:

- Alcohol and Substance Abuse Services
- Violence Assessment Program
- Assertive Community Treatment
- Intensive Family Preservation Services
- Safe and Stable Family Preservation Program
- Brief Strategic Family Therapy
- Parenting Education Workshops
- Suicide/Self-Injury Intervention Program
- Interactive Group Therapy
- Parents as Teachers
- Dialectical Behavioral Therapy

Program Highlights

In FY 16 CCYSB served:

- 3,073 clients
- 61 individuals in Assertive Community Treatment
- 35 families in Safe and Stable Family Preservation
- 53 at-risk families through Brief Strategic Family Therapy
- 71 new cases were opened in the Substance Abuse Service between 7/1/16 and 12/31/16

Budget Changes

A 2% increase is included, as well as an additional \$75,000 of ongoing funding for drug treatment.

Citizen Services State

Citizen Services State Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Health Department	\$3,215,710	\$3,296,100	\$3,296,100	\$3,394,980	3.00%	3.00%
Social Services	20,000	20,000	20,000	20,000	0.00%	0.00%
Total Citizen Services State	\$3,235,710	\$3,316,100	\$3,316,100	\$3,414,980	2.98%	2.98%

Mission and Goals

Citizen Services State is a functional grouping of state agencies that provide a variety of services to fulfill the basic needs of children, youth, older adults, and the disabled in the community. The Department of Citizen Services is the coordinating agency for all human service functions funded by Carroll County Government.

Goals include:

- Promote financial independence
- Strengthen family stability
- Ensure a safe and healthy family environment

Highlights, Changes, and Useful Information

The state agencies are funded at the discretion of the Commissioners, with the exception of a required match for the Health Department.

Health Department

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	3,215,710	3,296,100	3,296,100	3,394,980	3.00%	3.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$3,215,710	\$3,296,100	\$3,296,100	\$3,394,980	3.00%	3.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Edwin Singer, Health Officer (410) 876-4974
Chizuko M. Godwin, Budget Analyst (410) 386-2082
<http://cchd.maryland.gov/>

Mission and Goals

To create and sustain a community of wellness in Carroll County and to assure the optimum quality of life by empowering the public with knowledge and resources through advocacy and community partnerships.

Goals include:

- Minimize the incidence of preventable illness, disability, and premature death in Carroll County residents from environmental and organic causes
- Promote good health practices by educating the public about health issues
- Protect the public from environmental hazards by keeping the environment clean, healthy, and safe
- Establish a program to protect County citizens against bioterrorism and other disasters with public health implications

Description

Since 1934, each of Maryland's 23 counties and Baltimore City has established its own local health department. From 2001 to 2009, local health departments were overseen by the Community Health Administration within the Department of Health and Mental Hygiene (DHMH). Beginning in July 2009, oversight responsibility was transferred to Public Health Services within DHMH in order to ensure basic public health services are provided in all parts of Maryland.

Under the direction of a local Health Officer, each local health department provides these services and administers and enforces State and local health laws and regulations in its jurisdiction. Programs meet the public health needs of the community and provide services not offered by the private sector. The local Health Officer is appointed jointly by the Secretary of Health and Mental Hygiene and the local governing body.

The County is mandated by law to provide the Health Department matching funds in support of the following Core programs:

- Communicable disease control services
- Environmental health services
- Family planning services
- Maternal and child health services
- Wellness promotional services
- Adult health and geriatric services
- Administration and communication services associated with the provision of the services described above

Generally, County funding provides approximately 20% of the total Health Department budget. State and Federal funding provides close to 66% of the budget, and the remaining 14% is obtained through private grants and fees.

For more information on Public Health Services within DHMH, refer to:

<http://www.msa.md.gov/msa/mdmanual/16dhmh/html/16agenp.html>

Budget Changes

A 3% increase is included.

Social Services

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	20,000	20,000	20,000	20,000	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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<http://www.dhr.state.md.us/county/carroll/index.php>

- Children Protective Services
- Foster Care and Adoption
- Adult Protective Services
- Child Support Enforcement and Collection Services

Mission and Goals

To promote financial independence, strengthen family stability, and ensure a safe and healthy environment for children and vulnerable adults.

Goals include:

- Provide a safe and healthy environment for all citizens
- Develop and maintain an open system of communication between staff and clients
- Create a trusting work environment including a customer and staff friendly physical plant that promotes learning, communication, and generally fosters high morale
- Increase customer and community knowledge of, and accessibility to, the services provided by the agency and the community

Other services include supervision and licensing of all public and private institutions that have the care, custody, or control of dependent, abandoned, or neglected children.

DSS has evolved from an agency that provides long-term financial assistance for families to a “workforce support” agency. Their programs and partnerships to assist families to become self-sufficient include:

- The Family First Program’s focus is to prevent child abuse, prevent out-of-home placement, and provide emergency services to prevent abuse.
- Temporary Cash Assistance is a time-limited subsidy intended to help parents of young children.
- DSS helps people obtain quality daycare, learn job skills, obtain transportation, and maintain medical care so they can work.

Description

In Baltimore City and each County, the local Departments of Social Services are coordinated and directed by the Social Services Administration (SSA) within the Maryland Department of Human Resources (DHR). The SSA determines what factors contribute to social and family problems and recommends ways to address those problems. The Carroll County location is 1232 Tech Court, Westminster, MD.

The local Departments of Social Services (DSS) administer the various programs subject to the supervision, direction, and control of the SSA. DSS provides a variety of services to men, women and children from all socioeconomic backgrounds in Carroll County. These services include:

The local Departments of Social Services (DSS) administer the various programs subject to the supervision, direction, and control of the SSA. DSS provides a variety of services to men, women and children from all socioeconomic backgrounds in Carroll County. These services include:

Program Highlights

In FY 16 the Department received 2,227 child welfare referrals.

Budget Changes

This budget is held flat from FY 17.

Culture and Recreation Appropriations

Culture and Recreation Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Recreation and Parks Administration	\$418,536	\$348,590	\$355,230	\$378,470	8.57%	6.54%
Hashawha	868,445	777,000	831,695	868,650	11.80%	4.44%
Piney Run Park	697,442	560,170	589,940	642,970	14.78%	8.99%
Recreation	597,148	509,110	516,820	537,420	5.56%	3.99%
Sports Complex	244,450	214,070	217,170	228,440	6.71%	5.19%
Total Recreation and Parks	\$2,826,021	\$2,408,940	\$2,510,855	\$2,655,950	10.25%	5.78%
Total Without Benefits	\$1,987,824	\$2,020,790	\$2,050,975	\$2,164,820	7.13%	5.55%

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Historical Society of Carroll County	\$60,000	\$65,000	\$65,000	\$65,000	0.00%	0.00%
Union Mills Homestead	20,000	25,000	25,000	25,000	0.00%	0.00%
Total Recreation Other	\$80,000	\$90,000	\$90,000	\$90,000	0.00%	0.00%
Total Culture and Recreation	\$2,906,021	\$2,498,940	\$2,600,855	\$2,745,950	9.88%	5.58%
Total Without Benefits	\$2,067,824	\$2,110,790	\$2,140,975	\$2,254,820	6.82%	5.32%

Note: FY 17 Adjusted Budget reflects a change in OPEB allocations.

Recreation and Parks

Recreation and Parks

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Recreation and Parks Administration	\$418,536	\$348,590	\$355,230	\$378,470	8.57%	6.54%
Hashawha	868,445	777,000	831,695	868,650	11.80%	4.44%
Piney Run Park	697,442	560,170	589,940	642,970	14.78%	8.99%
Recreation	597,148	509,110	516,820	537,420	5.56%	3.99%
Sports Complex	244,450	214,070	217,170	228,440	6.71%	5.19%
Total Recreation and Parks	\$2,826,021	\$2,408,940	\$2,510,855	\$2,655,950	10.25%	5.78%
Total Without Benefits	\$1,987,824	\$2,020,790	\$2,050,975	\$2,164,820	7.13%	5.55%

Mission and Goals

To provide quality recreation programs and a diverse local park system, encourage appreciation of the natural environment, provide opportunities for growth and lifelong learning for all ages and abilities, improving the quality of life for residents. To make Carroll County a great place to live, to work and to play.

Goals include:

- Provide the best possible customer service from well-trained staff that always treat the public with courtesy and respect
- Help residents of Carroll County recognize and understand how Recreation and Parks plays a valuable role in their quality of life and facilitates their participation
- Develop alternative funding sources to supplement the County's Community Investment Program and taxpayer funded capital budgets
- Provide residents with benefits from health and wellness-related programming
- Increase inventory of recreation and park facilities to help meet current and future needs
- Operate in a fiscally responsible manner by fully developing revenue sources and striving to limit our dependence on local tax revenue for operating expenses

Highlights, Changes, and Useful Information

- The Hashawha budget includes funding for the Outdoor School program provided to sixth graders in Carroll County Public Schools.
- In FY 16, Recreation and Parks volunteers donated over 592,000 hours of service. In addition, volunteer recreation councils raised and spent over \$4.5 million within the County in their efforts to provide programs to citizens.
- Some maintenance costs for the parks system are funded within the Recreation and Parks budget. However, additional funding is in the Bureau of Facilities budget under the Department of Public Works and in the Community Investment Plan.
- Piney Run Park open season will be extended to March 1st thru November 30th beginning in FY 18.

Budget Changes

- Recreation and Parks Administration increases due to the addition of outside vendor service for geese removal at Westminster Community Pond and a one-time front desk replacement.
- Recreation increases due to escalation in the quantity of background checks, the addition of repairs and electric at North Carroll High, and a three percent increase in the Carroll County Arts Council grant.
- Hashawha increases due to one-time purchases of animal carriers, a dishwasher, and exterminator service.
- Piney Run increases due to the extended open season, and propane expense for the newly winterized upper comfort station.
- Sports Complex increases due to replacement of gutters and downspouts on the main building being moved to FY 18 to accommodate an emergency repair in FY 17 and a one-time electrical breaker repair.

Recreation and Parks Administration

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$251,314	\$258,770	\$258,780	\$266,540	3.00%	3.00%
Benefits	144,683	71,370	78,000	87,680	22.85%	12.41%
Operating	22,539	18,450	18,450	20,750	12.47%	12.47%
Capital	0	0	0	3,500	100.00%	100.00%
Total	\$418,536	\$348,590	\$355,230	\$378,470	8.57%	6.54%
Total Without Benefits	\$273,853	\$277,220	\$277,230	\$290,790	4.90%	4.89%
Employees FTE	4.00	4.00	4.00	4.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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<http://ccgoverment.carr.org/ccg/recpark/>

- In FY 16, Recreation and Parks volunteers donated over 592,000 hours of service.

Mission and Goals

To connect people, parks, and programs in support of a strong, healthy community and natural environment.

Goals include:

- Serve the citizens by providing a broad spectrum of leisure opportunities
- Provide administrative support to maintain and increase the current volunteer system
- Maintain and, where possible, upgrade facilities and offer additional services
- Reduce our dependence on the tax dollar by fully developing new sources of revenue and cost-saving strategies

Budget Changes

- A 3.0% salary increase is included in FY 18.
- Operating increases due to outside vendor services for the Westminster Community Park.
- Capital increases due to the reception area renovation.

Description

Recreation and Parks Administration oversees the Bureau of Recreation, Hashawha Environmental Center and Bear Branch Nature Center, Piney Run Park and Nature Center, the Sports Complex, and the Hap Baker Firearms Facility. Recreation and Parks Administration oversees Program Open Space funds for the County and municipalities.

Program Highlights

- Over 54,900 registrants participated in programs in FY 16.
- Over 1,497,000 people attended programs, activities or visited parks in FY 16.
- Over 60 special events, such as tournaments, festivals, and other activities, were held in FY 16, attracting out-of-County residents and resulting in a positive economic impact for Carroll.
- Partnerships with commercial and non-profit organizations were implemented to leverage resources and improve program offerings.

Hashawha

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$313,458	\$332,790	\$362,355	\$373,340	12.18%	3.03%
Benefits	258,341	111,330	136,460	144,310	29.62%	5.75%
Operating	295,095	329,130	329,130	331,000	0.57%	0.57%
Capital	1,551	3,750	3,750	20,000	433.33%	433.33%
Total	\$868,445	\$777,000	\$831,695	\$868,650	11.80%	4.44%
Total Without Benefits	\$610,103	\$665,670	\$695,235	\$724,340	8.81%	4.19%
Employees FTE	9.82	9.82	9.82	10.13	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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<http://ccgovernment.carr.org/ccg/recpark/hashawha/>

Mission and Goals

Hashawha strives to provide a quality experience for user groups and the general public through outdoor recreation, environmental education and nature study, lodging, and food service.

Goals include:

- Increase quality programming at the Nature Center, appealing to a wider and more age-diverse audience
- Utilize the resources of Hashawha and Bear Branch in an efficient manner

Description

The Hashawha Environmental Center is located at 300 John Owings Road, Westminster, MD. This 360 acre facility is composed of two areas: Hashawha Environmental Center and Bear Branch Nature Center. These centers provide programs and activities related to the environment, conservation of natural resources, outdoor recreation and wildlife appreciation.

Hashawha Environmental Center was established in 1974. The Center consists of five winterized cabins which sleep up to 180 people, a full-service dining hall, meeting rooms, a swimming pool, tot lot, archery area, basketball court and ball fields. Hashawha serves as a year-round residential camping facility for many organizations, such as 4-H, YMCA, and Scouts.

Bear Branch Nature Center opened to the public in 1993 and features a large exhibit hall to demonstrate the natural environment of the region. Bear Branch includes a planetarium, children's discovery room and an auditorium.

The Carroll County Outdoor School uses Hashawha as its base of operations and utilizes the facility to educate sixth graders in Carroll County about environmental issues and outdoor

education during a weeklong program. While the Hashawha Environmental Center itself is closed to the public (rental of the facility is available), approximately 300 acres with five miles of hiking/biking trails, a wetland area, pavilions and a tent camping area are available for public use.

Program Highlights

- In FY 16, there were 33,969 visitors to Hashawha/Bear Branch Nature Center, and 31 volunteers donated 1,670 service hours.
- Bear Branch Nature Center hosted several special events in FY 16, including Monarch Madness Festival in September and Hashawha's Maple Sugarin' Festival in March.

Budget Changes

- The increase from FY 17 Original to Adjusted is due to reclassifications.
- A 3.0% salary increase is included in FY 18.
- Capital increases due to purchase of a dishwasher and exterminator services.

Piney Run

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$368,325	\$367,730	\$369,860	\$412,800	12.26%	11.61%
Benefits	177,559	85,160	112,800	120,620	41.64%	6.93%
Operating	91,703	96,630	96,630	99,150	2.61%	2.61%
Capital	59,855	10,650	10,650	10,400	-2.35%	-2.35%
Total	\$697,442	\$560,170	\$589,940	\$642,970	14.78%	8.99%
Total Without Benefits	\$519,883	\$475,010	\$477,140	\$522,350	9.97%	9.48%
Employees FTE	16.34	17.34	17.34	18.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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<http://ccgovernance.carr.org/ccg/recpark/pineyrun/>

Mission and Goals

Piney Run Park's mission is to develop and enhance outdoor recreation, environmental education and conservation of natural resources to maximize the benefit for current and future generations.

Goals include:

- Work with other conservation agencies to promote and support the conservation of natural resources and preservation of land
- Ensure quality boating, fishing, and related aquatic-based recreation through management procedures and techniques
- Expand the environmental education programs, both on and off site, to increase the levels of appreciation and enjoyment for all segments of society

Description

Piney Run Park and Nature Center, located at 30 Martz Road, Sykesville, MD is an 800 acre park which includes a 300 acre lake stocked with numerous types of fish, including striped and largemouth bass, trout, and catfish. The lake is surrounded by 550 acres of woods, fields, and open space. There are more than five miles of hiking trails throughout the park. During the park's open season, canoes, rowboats, kayaks, and paddleboats may be rented for use on the lake. Fishing is permitted and several fishing tournaments are held each year. The Nature Center schedules programs for school and youth groups, as well as the general public.

Program Highlights

- Removed and replaced pier known as "Bud's Wharf".
- Winterized Upper Comfort Station.
- Installed new gates at caretaker property.
- Removed wooded walkway at lakefront and replaced with concrete sidewalk.

- Installed new fish pond and upgraded the storage shed at the nature center.
- Rebuilt Shiner Tank at boathouse.
- Upgraded the Yak Shak kayak and paddle storage.
- Ongoing mowing for hydrilla control in the lake.
- In FY 16, there were 115,129 visitors to Piney Run Park and 89 volunteers donated 3,189 service hours.
- Park open season will be extended from March 1st thru November 30th beginning in FY 18.

Budget Changes

- The increase from FY 17 Original to Adjusted is due to reclassifications.
- Personnel increases due to the extended park open season and a 3.0% salary increase in FY 18.
- Operating increases due to propane for the newly winterized upper comfort station.
- Capital decreases due to a one-time boat motor purchase in FY 17 offset by equipment purchase in FY 18.

Recreation

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$324,116	\$334,520	\$333,210	\$343,950	2.82%	3.22%
Benefits	189,990	89,350	98,370	102,660	14.90%	4.36%
Operating	83,043	85,240	85,240	90,810	6.53%	6.53%
Capital	0	0	0	0	0.00%	0.00%
Total	\$597,148	\$509,110	\$516,820	\$537,420	5.56%	3.99%
Total Without Benefits	\$407,159	\$419,760	\$418,450	\$434,760	3.57%	3.90%
Employees FTE	8.50	8.50	8.50	8.50	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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<http://ccgovernment.carr.org/ccg/recpark/rec-coun.asp>

Mission and Goals

To provide a broad spectrum of quality leisure opportunities for the citizens of Carroll County.

Goals include:

- Continue cooperative relationships with public and private agencies to encourage shared use of facilities to maximize resources
- Provide consistent opportunities for youth and adults to participate in athletic, cultural, and recreational programs to improve health and wellness of Carroll County residents
- Support programs to meet particular community needs by utilizing demographics, health data surveys, and program evaluations
- Market and promote county recreation and parks amenities through commercial and social media outlets

Description

The Bureau of Recreation is responsible for managing recreation services for Carroll County. The Bureau supports the County's volunteer recreation councils that represent citizens throughout the County. These councils sponsor programs and special events throughout the year in all areas of the County with an emphasis on youth activities.

The Bureau of Recreation contributes \$29,870 to the Carroll County Arts Council (CCAC). The CCAC produces public programs, provides grants and scholarships, and serves as a primary source for cultural information in Carroll County.

The Bureau offers additional recreation, leisure, and lifelong learning opportunities through the Alternative Recreation Program. These programs provide activities for all ages and abilities. In addition, the Bureau hosts tournaments, special events, summer camps and bus trips.

Program Highlights

- Park Pursuit's 6th year event had approximately 35 families participating.
- 22nd LaxMax tournament in June 2016 brought 200 lacrosse teams and 15,000 visitors to Carroll.
- In FY 16, recreation council volunteers contributed over 564,288 hours of service and raised and spent over \$4.5M within the County in their efforts to provide programs and facilities to citizens.
- Pokemon Go had 200 participants visiting a free Pokenic in the Park at Sandymount Park.
- The Bureau of Recreation held youth activities including the 28th annual Free Kids Rodeo at the Westminster Community Pond and a youth fishing tournament at Krimgold Park.
- Continued collaboration with Partnership for a Healthier Carroll County and participated with the 3rd year of Walk Carroll.

Budget Changes

- A 3.0% salary increase is included in FY 18.
- Operating increases due to escalation in quantity of background checks for volunteers, the addition of repairs and electric at North Carroll High, and a 3% increase in the Carroll County Arts Council grants.

Sports Complex

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$100,541	\$105,020	\$104,810	\$108,320	3.14%	3.35%
Benefits	67,624	30,940	34,250	35,860	15.90%	4.70%
Operating	76,285	78,110	78,110	84,260	7.87%	7.87%
Capital	0	0	0	0	0.00%	0.00%
Total	\$244,450	\$214,070	\$217,170	\$228,440	6.71%	5.19%
Total Without Benefits	\$176,826	\$183,130	\$182,920	\$192,580	5.16%	5.28%
Employees FTE	2.70	2.70	2.70	2.70	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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<http://ccgovernment.carr.org/ccg/recpark/sports-c/>

Mission and Goals

To develop, provide, and maintain cost-effective and diverse public recreational opportunities for Carroll County residents and visitors while also offering a variety of tournaments and events that will attract visitors to Carroll County annually, resulting in a positive economic impact for the County.

Goals include:

- Provide quality recreational activities based upon the needs of County residents
- Maintain the facility's status as one of the top softball facilities in the eastern United States
- Provide a high level of customer service and optimize visitors' experience with the facility and with Carroll County
- Continue to develop and expand efforts to generate revenue through increased concessions, advertising, and sponsorships with an ultimate goal of operating in a self-sustaining manner
- Promote healthy recreation activities for youth, adult and senior citizen groups

Description

The Carroll County Sports Complex, located at 2225 Littlestown Pike (Route 97 North), Westminster, MD, includes five softball fields, two multi-purposes fields, pavilions, a tot lot, and a walking trail. Guests come to the Sports Complex from mid-March through early November to participate in sports activities, leagues, tournaments, and camps. The Sports Complex serves as a host site for championship softball tournaments.

This 76 acre facility is used by many local and regional groups, such as: The Carroll County Men's, Church, and Co-Ed Softball leagues, and Charles Carroll Recreation Council for youth baseball, softball and soccer. The Sports Complex also serves as the central Maryland home for women's fast pitch softball.

Program Highlights

- The Sports Complex organized and hosted five women's fast-pitch tournaments in 2016. These over-18 open women's fast-pitch tournaments are unique to the Sports Complex and draw teams from throughout the Mid-Atlantic region.
- The Sports Complex co-ed softball leagues are some of the largest in the state, and continually represent well in state and national co-ed tournaments.
- In 2016, the Sports Complex hosted the Senior Softball USA qualifier, which resulted in three additional event bookings in 2017.
- In FY 16, 67,244 people attended activities, and programs were supported by 165 volunteers who contributed 526 hours.

Budget Changes

- A 3.0% salary increase is included in FY 18.
- Operating increases due to one-time electrical breaker replacement and the replacement of gutters and downspouts on the main building moved to FY 18.

Recreation Other

Recreation Other Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Historical Society of Carroll County	\$60,000	\$65,000	\$65,000	\$65,000	0.00%	0.00%
Union Mills Homestead	20,000	25,000	25,000	25,000	0.00%	0.00%
Total Recreation Other	\$80,000	\$90,000	\$90,000	\$90,000	0.00%	0.00%

Mission and Goals

Historical Society and Union Mills Homestead Museum embody much of the history of Carroll County. Each is dedicated to preserving, promoting, and educating others about the County's cultural and historic resources.

Goals include:

- Provide a setting to teach Carroll County history to visitors of all ages
- Restore and preserve all historic buildings, exhibits, and artifacts

Highlights, Changes and Useful Information

- Historical Society and the Homestead have initiated various cost-cutting measures, including heavy reliance on volunteers.
- Historical Society provides education through publications, presentations, tours, radio and televised programs, trips, and their website.
- The County provides for some maintenance of the buildings and grounds at the Homestead Museum in the Bureau of Facilities budget under the County's Department of Public Works.
- Renovations and maintenance efforts continue at each of the facilities.

Historical Society of Carroll County

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	60,000	65,000	65,000	65,000	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$60,000	\$65,000	\$65,000	\$65,000	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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<http://hsccmd.org/>

The Society stores and curates more than 40,000 items in three permanent collections and continues to accept donated artifacts and documents of local origin and significance.

Mission and Goals

Historical Society of Carroll County (HSCC) is a non-profit, educational institution dedicated to preserving materials and interpreting the history of Carroll County. The HSCC approved a five year strategic plan in November 2016 which includes a new mission statement, vision, and core values. The HSCC connects the past to the present and makes the County's vibrant history tangible, relevant, and meaningful for today's diverse communities and for generations to come.

Goals include:

- Raising public visibility of the Historical Society
- Creating greater public accessibility to its collections and its expertise
- Stabilizing and expanding the institution's financial resources to insure its future viability

Description

The Historical Society of Carroll County was founded in 1939 and owns three historic properties on East Main Street in Westminster.

The Kimmey House (c. 1800) serves as the main office building. In conjunction with the Society's Strategic Plan, a new space allocation project concentrates on creating an Orientation Center for visitors. The Kimmey House welcomes the Museum Shop & Bookstore into the welcome center utilizing the space recently vacated by the Carroll County Office of Tourism Visitor Information Center. The ADA accessible research library will be housed on the first floor. Grant funds are used to meet general operating costs.

The Sherman-Fisher-Shellman House (c. 1807) features an architectural museum with a changing exhibition gallery and special events.

Cockey's Tavern (c. 1820) planned conversion into permanent and changing gallery space, as well as the Koontz-Yingling Learning Center on the second floor.

Program Highlights

- Emerald Hill hosted the 3rd Annual Winter Wine Warmer in 2016 with 100 attendees. HSCC utilizes the Emerald Hill building as auxiliary space for exhibits and programs in conjunction with the Celebrating America initiative.
- Held 2nd Annual Legacy Gala at an historic Carroll County farm with approximately 200 participants.
- Carroll County Birthday Celebration held January 21, 2017, with approximately 100 attendees.
- Received a Maryland Heritage Area grant to restore the facades of the Shellman and Kimmey Houses to their original 19th century look.
- Held the 16th annual Antiques and Collectibles Appraisal Day with eight appraisers and over 50 participants.
- Partnered with high school students, college students, and Eagle Scouts to complete historical projects to be displayed for public viewing including an exhibit for the "Celebrating America Weekend" and a bluestone patio in the Kimmey backyard.
- During calendar year 2016, HSCC volunteers donated 10,500 hours to the organization.
- Raised visibility in the community by participating in the Wine Walk and Flower and Jazz Festival in April, Memorial Day Parade in May, Oyster Stroll and Halloween Parade in October, and Electric Holiday Parade in November.
- Continued to build social media outlets with Facebook, LinkedIn, Twitter, Instagram, LinkedIn, YouTube, and Pinterest.

Budget Changes

Operating remains flat due to one-time funding in FY 17 for the Celebrating America program and one-time funding in FY 18 for a digitalization program.

Homestead Museum

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	20,000	25,000	25,000	25,000	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$20,000	\$25,000	\$25,000	\$25,000	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Jane Sewell, Executive Director (410) 848-2313

Judy Flickinger, Budget Analyst (410) 386-2082

<http://www.unionmills.org/>

Mission and Goals

The Union Mills Homestead Foundation strives to maintain and preserve the Homestead Buildings and gristmill as a living, working, historical landmark for future generations.

Goals include:

- Continued preservation and restoration of the historic site, buildings, and original furnishings.
- Operation of the historic site as a museum of early American and Carroll County heritage.
- Genuine and authentic education and historic interpretation of the site in keeping with its distinctive character and atmosphere.

Description

In 1797, David and Andrew Shriver purchased the tract of land along Big Pipe Creek for the purpose of operating a gristmill and sawmill. The brothers later added a tannery, cooper shop, and blacksmith's shop. The growing enterprise soon took the name "Union Mills" because of the partnership between the two brothers and their various businesses. The mill operated commercially until 1942. It was closed for restoration in the early 1980's and then re-opened in 1983. In addition to the mill and outbuildings, the original "double house" of the two Shriver brothers can be visited today. The facility, located on Littlestown Pike in Union Mills, is owned by Carroll County and operated by the Union Mills Homestead Foundation, a non-profit organization.

Many special events draw visitors to the Homestead. The annual Flower and Plant Market in May, the Corn Roast Festival in August, and the Microbrewery Festival in September are three of the premiere events at the Homestead. The Homestead draws approximately 10,000 visitors annually.

In addition to the direct contribution of \$20,000, the County provides the Union Mills Homestead Foundation with in-kind services through the Bureau of Facilities and capital projects for renovations to the Homestead Buildings. In FY 18, the Bureau of Facilities' budget includes \$29,750 for Union Mills and a capital project provides \$200,000 for renovations to the Main House, Bark Shed, Tannery, Grist Mill and Miller's House.

Program Highlights

- The Homestead's Executive Director served as Co-Chair for the County's "Celebrating America" initiative.
- The Homestead Foundation was selected as a partner in the Smithsonian Museum's exhibit, "The Way We Worked."
- The 47th Flower and Plant Market event, held in May, was extremely successful.
- 46th Corn Roast, held in August, was well attended and had strong volunteer support. The event is jointly sponsored by the Homestead Foundation and the Silver Run/Union Mills Lions club.
- As lead sponsor of the inaugural Carroll County Beer Week, the Homestead received good marketing exposure for the Microbrewery Festival. It also highlighted the Grist Mill, which was used to grind grains for a special harvest ale prepared by a team of local brewers.
- The 1st annual German Christmas-themed Christkindlmarkt was well attended and very successful.

Budget Changes

Operating remains flat due to one-time funding in FY 17 for the Celebrating America program and one-time funding in FY 18 for the Smithsonian Exhibit.

General Government Appropriations

General Government Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Comprehensive Planning	\$819,766	\$880,510	\$890,710	\$945,360	7.37%	6.14%
Comprehensive Planning	\$819,766	\$880,510	\$890,710	\$945,360	7.37%	6.14%
Total Without Benefits	\$597,329	\$743,390	\$725,790	\$756,660	1.79%	4.25%

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Comptroller Administration	\$432,391	\$392,900	\$415,190	\$438,980	11.73%	5.73%
Accounting	1,076,405	921,540	962,370	998,910	8.40%	3.80%
Bond Issuance Expense	208,529	189,550	189,550	196,760	3.80%	3.80%
Collections Office	1,382,204	1,283,280	1,305,890	1,273,770	-0.74%	-2.46%
Independent Post Audit	49,318	47,750	47,750	49,180	2.99%	2.99%
Purchasing	459,700	428,680	448,210	450,190	5.02%	0.44%
Total Comptroller	\$3,608,546	\$3,263,700	\$3,368,960	\$3,407,790	4.41%	1.15%
Total Without Benefits	\$2,672,806	\$2,811,430	\$2,831,730	\$2,863,090	1.84%	1.11%

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
County Attorney	\$894,261	\$877,850	\$747,920	\$746,600	-14.95%	-0.18%
Total County Attorney	\$894,261	\$877,850	\$747,920	\$746,600	-14.95%	-0.18%
Total Without Benefits	\$671,107	\$742,960	\$595,200	\$608,530	-18.09%	2.24%

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Economic Development Administration	\$976,782	\$914,760	\$929,340	\$966,250	5.63%	3.97%
Business and Employment Resource Center	261,941	219,290	231,550	247,170	12.71%	6.75%
ED Infrastructure and Investments	1,583,226	1,504,440	1,504,440	404,070	-73.14%	-73.14%
Farm Museum	1,045,671	939,590	952,890	959,670	2.14%	0.71%
Tourism	214,245	295,900	297,510	307,150	3.80%	3.24%
Total Economic Development	\$4,081,864	\$3,873,980	\$3,915,730	\$2,884,310	-25.55%	-26.34%
Total Without Benefits	\$3,470,607	\$3,573,550	\$3,570,270	\$2,537,400	-28.99%	-28.93%

Note: FY 17 Adjusted Budget reflects a change in OPEB allocations.

General Government Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Human Resources Administration	\$877,323	\$821,700	\$866,940	\$919,180	11.86%	6.03%
Health and Fringe Benefits	3,133,705	18,368,660	16,090,790	14,313,640	-22.08%	-11.04%
Personnel Services	119,016	112,570	133,730	137,680	22.31%	2.95%
Total Human Resources	\$4,130,043	\$19,302,930	\$17,091,460	\$15,370,500	-20.37%	-10.07%
Total Without Benefits	\$678,652	\$16,215,180	\$16,242,070	\$14,544,120	-10.31%	-10.45%

Note: In FY 18, the Health and Fringe Benefits budget was reduced by \$2.0M to rebalance the Internal Service Fund.

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Land and Resource Management Adm.	\$879,724	\$711,260	\$754,460	\$783,610	10.17%	3.86%
Development Review	625,496	515,080	527,520	533,980	3.67%	1.22%
Resource Management	847,056	710,120	754,590	802,230	12.97%	6.31%
Zoning Administration	329,144	233,930	239,370	237,170	1.39%	-0.92%
Total Land and Resource Management	\$2,681,420	\$2,170,390	\$2,275,940	\$2,356,990	8.60%	3.56%
Total Without Benefits	\$1,676,728	\$1,673,700	\$1,686,560	\$1,740,830	4.01%	3.22%

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Management and Budget Administration	\$281,924	\$254,840	\$241,300	\$248,190	-2.61%	2.86%
Budget	683,374	614,190	614,610	608,780	-0.88%	-0.95%
Grants Office	150,000	142,990	154,220	152,430	6.60%	-1.16%
Risk Management	1,724,893	2,241,920	2,253,180	2,382,710	6.28%	5.75%
Total Management and Budget	\$2,840,192	\$3,253,940	\$3,263,310	\$3,392,110	4.25%	3.95%
Total Without Benefits	\$1,490,202	\$2,963,530	\$2,941,760	\$3,058,350	3.20%	3.96%

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Technology Services	\$4,452,004	\$4,353,110	\$4,399,887	\$4,513,520	3.68%	2.58%
Production and Distribution Services	381,402	465,020	477,970	462,290	-0.59%	-3.28%
Total Technology Services	\$4,833,405	\$4,818,130	\$4,877,857	\$4,975,810	3.27%	2.01%
Total Without Benefits	\$3,741,278	\$4,266,970	\$4,258,407	\$4,322,620	1.30%	1.51%

Note: FY 17 Adjusted Budget reflects a change in OPEB allocations.

General Government Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Administrative Hearings	\$90,125	\$85,040	\$86,690	\$93,270	9.68%	7.59%
Audio Video Production	190,177	160,410	163,244	165,040	2.89%	1.10%
Board of Elections	908,432	1,033,330	1,033,330	1,135,220	9.86%	9.86%
Board of License Commissioners	105,976	87,350	84,030	92,230	5.59%	9.76%
County Commissioners	946,176	972,220	1,016,740	1,095,020	12.63%	7.70%
Total General Government Other	\$2,240,886	\$2,338,350	\$2,384,034	\$2,580,780	10.37%	8.25%
Total Without Benefits	\$1,813,365	\$2,104,260	\$2,108,844	\$2,268,500	7.81%	7.57%
Total General Government	\$26,130,384	\$40,779,780	\$38,815,921	\$36,660,250	-10.10%	-5.55%
Total Without Benefits	\$16,812,075	\$35,094,970	\$34,960,631	\$32,700,100	-6.82%	-6.47%

Note: FY 17 Adjusted Budget reflects a change in OPEB allocations.

Comprehensive Planning

Comprehensive Planning

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Comprehensive Planning	\$819,766	\$880,510	\$890,710	\$945,360	7.37%	6.14%
Total Comprehensive Planning	\$819,766	\$880,510	\$890,710	\$945,360	7.37%	6.14%
Total Without Benefits	\$597,329	\$743,390	\$725,790	\$756,660	1.79%	4.25%

FY 17 Adjusted Budget reflects a change in OPEB allocations.

Mission and Goals

To develop and implement plans that allocate personnel, physical, natural, fiscal and constructed resources in a manner that is equitable, responsible and defensible.

Goals include:

- Maintain the fabric of our communities
- Conserve natural resources
- Minimize sprawl
- Encourage economic development opportunities

Highlights, Changes, and Useful Information

Plans in progress include:

- Freedom Community Comprehensive Plan
- County Bicycle – Pedestrian Master Plan

Budget Changes

The increase in the FY 18 Budget is due to an increase in the Baltimore Metropolitan Council membership dues and lodging for the Director/Legislative Liaison to stay in Annapolis during the legislative session.

Comprehensive Planning

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$495,391	\$628,450	\$610,850	\$627,900	-0.09%	2.79%
Benefits	222,438	137,120	164,920	188,700	37.62%	14.42%
Operating	101,938	114,940	114,940	125,160	8.89%	8.89%
Capital	0	0	0	3,600	100.00%	100.00%
Total	\$819,766	\$880,510	\$890,710	\$945,360	7.37%	6.14%
Total Without Benefits	\$597,329	\$743,390	\$725,790	\$756,660	1.79%	4.25%
Employees FTE	10.15	11.15	11.15	11.25	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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Sheree Lima, Management and Budget Project Coordinator
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<http://ccgovernment.carr.org/ccg/complanning/>

Mission and Goals

To develop and implement plans that allocate personnel and physical, natural, fiscal, and constructed resources in a manner that is equitable, responsible, and defensible.

Goals include:

- Maintain the fabric of our communities
- Conserve natural resources
- Minimize sprawl
- Encourage economic development opportunities

Description

The Department of Comprehensive Planning is responsible for developing and implementing the County Master Plan as envisioned by the citizens. The meetings and activities of the Planning and Zoning Commission are coordinated by the Department Director, who is Secretary to the Commission. Capital Improvement Projects review, site selection, and land banking for future schools, roads, and other public facilities are administrative functions of the Department.

Land use plans are developed and implemented working with the Carroll County Planning Commission. Functions within the Department are designed to assure County projects and programs conform to the County Master Plan, that current and long-range County planning serve to implement the plan, and that land use and policy decisions are in accordance with the plan. Among the ways the Department fulfills these functions are: water and sewer master planning, comprehensive plans for the County and incorporated towns, major street and road planning, and the town/county liaison planners.

Program Highlights

Plans in progress include:

- Freedom Community Comprehensive Plan
- County Bicycle – Pedestrian Master Plan

Budget Changes

- A 3% salary increase is included in FY 18.
- Operating increases due to lodging for the Director/Legislative Liaison to stay in Annapolis during the legislative session, and an increase in the Baltimore Metropolitan Council dues.
- Capital increases due to office furniture replacement.

Comptroller

Comptroller Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Comptroller Administration	\$432,391	\$392,900	\$415,190	\$438,980	11.73%	5.73%
Accounting	1,076,405	921,540	962,370	998,910	8.40%	3.80%
Bond Issuance Expense	208,529	189,550	189,550	196,760	3.80%	3.80%
Collections Office	1,382,204	1,283,280	1,305,890	1,273,770	-0.74%	-2.46%
Independent Post Audit	49,318	47,750	47,750	49,180	2.99%	2.99%
Purchasing	459,700	428,680	448,210	450,190	5.02%	0.44%
Total Comptroller	\$3,608,546	\$3,263,700	\$3,368,960	\$3,407,790	4.41%	1.15%
Total Without Benefits	\$2,672,806	\$2,811,430	\$2,831,730	\$2,863,090	1.84%	1.11%

FY 17 Adjusted Budget reflects a change in OPEB allocations.

Mission and Goals

The Department of the Comptroller's mission is to perform the financial operations of the County while maintaining strong fiscal controls to ensure that all County assets are safeguarded, and that the County continues to maintain a strong financial condition.

Goals include:

- Maintain and enhance a strong financial control structure to protect the assets of the County
- Ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with Generally Accepted Accounting Principles (GAAP)
- Compose an annual presentation to the credit rating agencies that results in an excellent rating in order to obtain the lowest possible interest rate on the bond issuance
- Complete a timely deposit of funds to allow the County to meet its obligations and carry out all of the functions of government
- Receive an unqualified audit opinion with no findings, questioned costs, significant deficiencies, or material weaknesses
- Obtain optimum value for every tax dollar spent

Highlights, Changes, and Useful Information

- For the 32nd consecutive year, the County was awarded the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) of the United States and Canada for the FY 16 Comprehensive Annual Financial Report (CAFR).
- Select services provided by the Comptroller's Office, including receipt of payment of Property Taxes and utility bills, are provided at County Library branches. The County pays the Library an administrative fee for providing this service.
- In FY 16, the County maintained its bond rating levels of strong creditworthiness with the three following major credit rating agencies:

Moody's Investors Service	Aa1
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Standard & Poor's	AAA
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Fitch	AAA
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Budget Changes

- Administration increases due to conference costs associated with implementation of the new payroll and timecard systems and implementation of web-based CAFR preparation.
- Accounting increases due to conference costs associated with implementation of the new payroll system and new paycheck forms.
- Collections decreases due to a lower than planned SDAT cost for FY 18.

Comptroller Administration

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$278,314	\$285,360	\$292,530	\$301,110	5.52%	2.93%
Benefits	122,125	67,210	82,330	87,130	29.64%	5.83%
Operating	31,952	40,330	40,330	50,740	25.81%	25.81%
Capital	0	0	0	0	0.00%	0.00%
Total	\$432,391	\$392,900	\$415,190	\$438,980	11.73%	5.73%
Total Without Benefits	\$310,266	\$325,690	\$332,860	\$351,850	8.03%	5.71%
Employees FTE	4.12	4.12	4.12	4.12	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Robert M. Burk, Comptroller (410) 386-2085
Judy Flickinger, Budget Analyst (410) 386-2082
<http://ccgovernments.carr.org/ccg/comp/>

Mission and Goals

The Department of the Comptroller's mission is to perform the financial operations of the County while maintaining a strong financial control environment to ensure that all County assets are safeguarded and that the County continues to maintain a strong financial condition.

Goals include:

- Provide accurate financial information and excellent customer service to all of our internal and external customers
- Maintain strong financial controls

Description

The Comptroller is responsible for the accounting of all financial activities of the County government and overseeing the efficient operation of the following functions:

- Accounting
- Payroll
- Accounts Payable
- Collections Office
- Grant and Enterprise Fund Accounting
- Treasury services including deposits, investments, and cash management
- Purchasing

These responsibilities include maintaining all systems to properly record receipt and disbursement of funds, as well as maintaining internal control systems for safeguarding County assets. The Comptroller is also tasked with ensuring that the County's financial records are in compliance with all Generally Accepted Accounting Principles (GAAP), obtaining an independent financial audit, composing the Comprehensive Annual Financial Report (CAFR), managing pension administration, and issuing debt. The Comptroller also monitors fees for the Enterprise Funds.

Program Highlights

For the 32nd consecutive year, the County was awarded the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) of the United States and Canada for the FY 16 Comprehensive Annual Financial Report (CAFR).

Budget Changes

- The increase from FY 17 Original to Adjusted is due to salary adjustments.
- A 3.0% salary increase is included in FY 18.
- Operating increases due to professional development and implementation of new web-based CAFR preparation.

Accounting

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$661,315	\$661,090	\$673,160	\$692,980	4.82%	2.94%
Benefits	380,279	178,550	207,310	218,000	22.09%	5.16%
Operating	34,811	81,720	81,720	87,750	7.38%	7.38%
Capital	0	180	180	180	0.00%	0.00%
Total	\$1,076,405	\$921,540	\$962,370	\$998,910	8.40%	3.80%
Total Without Benefits	\$696,126	\$742,990	\$755,060	\$780,910	5.10%	3.42%
Employees FTE	12.00	12.00	12.00	12.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Robert M. Burk, Comptroller (410) 386-2085
Judy Flickinger, Budget Analyst (410) 386-2082
<http://ccgovernent.carr.org/ccg/account/>

- Accounting for all capital assets
- Maintaining separate records for all funds including General, Grants, Special Revenue, Capital, Internal Service, Fiduciary, Debt Service, and Enterprise

Mission and Goals

The mission of the Bureau of Accounting is to ensure that the financial data maintained for the County is accurate in all material aspects and is reported to fairly present the financial position and results of County operations. The Bureau assures taxpayers and citizens of the County that their tax dollars are being handled in a prudent and appropriate manner in accordance with all applicable laws and will provide information as requested to both internal and external customers. The Bureau establishes and maintains an internal control structure designed to ensure that government assets are protected from loss, theft, or misuse.

Goals include:

- Continue to achieve excellence in financial reporting
- Provide timely and accurate financial data as requested in order to maintain continuity between departments
- Maintain and enhance the internal control structure that protects County assets
- Ensure the County's financial records and statements are in compliance with Generally Accepted Accounting Principles (GAAP), the Governmental Accounting Standards Board (GASB), and best practices as recommended by the Government Finance Officers Association (GFOA)

Description

The Bureau of Accounting is responsible for the financial operations of the County, and is overseen by the Comptroller. Duties include:

- Payment of all County obligations (payroll, accounts payable, long-term debt, etc.).
- Billing for water, sewer, septage, and solid waste services
- Cash management and maintaining investment portfolios based on priorities of safety, liquidity, and return on investment

Program Highlights

For the 32nd consecutive year, the County was awarded the Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association (GFOA) of the United States and Canada for the FY 16 Comprehensive Annual Financial Report (CAFR).

Output Measures	FY 13	FY 14	FY 15	FY 16
Payroll Checks Issued	26,109	26,892	26,949	27,245
Vendor Payments Issued	18,932	16,855	16,402	15,292
Voucher Payments Processed	24,406	24,531	24,419	23,881
W-2 Forms Issued	1,189	1,235	1,244	1,292
1099 Forms Issued	1,066	669	700	710

Budget Changes

- The increase from FY 17 Original to Adjusted is due to reclassifications.
- A 3.0% salary increase is included in FY 18.
- Operating increases due to professional development and preprinted forms to accommodate the new payroll system.

Bond Issuance Expense

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	208,529	189,550	189,550	196,760	3.80%	3.80%
Capital	0	0	0	0	0.00%	0.00%
Total	\$208,529	\$189,550	\$189,550	\$196,760	3.80%	3.80%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Robert M. Burk, Comptroller (410) 386-2085
Judy Flickinger, Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/comp/>

Mission and Goals

To provide an effective debt-management program that enables the County to issue debt for capital needs at the lowest possible costs.

Goals include:

- Maintain or improve the County's three credit ratings
- Maintain open public disclosure of debt and financial information
- Utilize best practices and available financial tools to borrow at the lowest possible costs
- Monitor compliance with IRS regulations and state laws with regard to debt issuance

Description

On an annual basis, the County issues bonds to finance various capital projects and requests. The rating agencies also review the credit worthiness of the County and issue their ratings, which affect the terms at which the County can issue debt. Numerous costs are included within the annual bond issuance expenses because the County is able to avoid future financing costs by paying these costs when incurred, rather than including them in the debt issuance. The major expenses include:

- Financial Advisor Fees
- Credit Rating Agency Fees
- Legal Counsel concerning the preparation and review of the official statement and other required documents
- Advertising, Printing, and Distribution Fees
- Existing issuance registrar and escrow fees
- New issuance and setup fees

All outstanding bond issues, official statements, and disclosures can be viewed at www.dacbond.com.

Program Highlights

In FY 16, the County maintained its bond rating levels of strong creditworthiness with the three following major credit rating agencies:

Moody's Investors Service	Aa1
Standard & Poor's	AAA
Fitch	AAA

- The chart below shows a comparison of the County's bond issuance amounts and interest rates over the fiscal years:

FY 14 General Obligation Bonds and Refunding	\$26,000,000	3.1314%
FY 15 General Obligation Bonds and Refunding	\$73,515,000	2.574%
FY 16 General Obligation Bonds and Refunding	\$37,185,000	2.63%
FY 17 General Obligation Bonds and Refunding	\$20,350,000	2.656%

- The November 2016 refunding issue of \$6,350,000 produced total future debt service savings of \$284,580.

Budget Changes

In FY 18, the anticipated bond issue is \$26 million.

Collections Office

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$402,104	\$415,920	\$414,140	\$432,450	3.97%	4.42%
Benefits	287,708	134,090	158,480	156,540	16.74%	-1.22%
Operating	691,846	732,620	732,620	684,130	-6.62%	-6.62%
Capital	546	650	650	650	0.00%	0.00%
Total	\$1,382,204	\$1,283,280	\$1,305,890	\$1,273,770	-0.74%	-2.46%
Total Without Benefits	\$1,094,496	\$1,149,190	\$1,147,410	\$1,117,230	-2.78%	-2.63%
Employees FTE	10.63	10.63	10.63	10.63	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Robert M. Burk, Comptroller (410) 386-2085
Judy Flickinger, Budget Analyst (410) 386-2082
<http://ccgovernent.carr.org/ccg/collect/>

- Monthly reporting to the State Department of Assessments and Taxation (SDAT) on various revenues collected and remittance to the State of Maryland
- Monthly reporting to Carroll County municipalities and remittance of corresponding revenues

Mission and Goals

The mission of the Collections Office is to receive and properly record all revenues remitted and due to the County.

Goals include:

- Maintain a high level of efficiency and accuracy while providing excellent customer service
- Achieve a timely deposit of funds in order to maximize earnings on invested assets to allow the County to meet its obligations and perform all of its functions as a government

Budget Changes

- The decrease from FY 17 Original to Adjusted is due to employee turnover.
- A 3.0% salary increase is included in FY 18.
- Operating decreases due to a lower than planned SDAT cost for FY 18.

Description

The Collections Office is a centralized function for all County agencies and departments, and the office is responsible for the security and transfer of deposits to financial institutions. In order to assure fairness to all taxpayers, tax sale proceedings are initiated on delinquent accounts near the end of the tax year, and the tax sale is held on the last day of the tax year.

The Office also collects revenues for the County, such as:

- Real estate taxes for the County, State, and Towns
- Personal Property Taxes
- Impact Fees
- Bay Restoration Fees
- Recordation Taxes
- Water and sewer utility charges
- Landfill tipping fees
- Recreation and parks fees
- Permit and inspection fees
- Various license fees

The Collections Office is accountable for the following:

- Compliance with State of Maryland laws and the Carroll County Code of Public Laws and Ordinances

Independent Post Audit

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	49,318	47,750	47,750	49,180	2.99%	2.99%
Capital	0	0	0	0	0.00%	0.00%
Total	\$49,318	\$47,750	\$47,750	\$49,180	2.99%	2.99%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Robert M. Burk Comptroller, (410) 386-2085
 Judy Flickinger, Budget Analyst (410) 386-2082
<http://ccggovernment.carr.org/ccg/comp/>

Mission and Goals

To secure an independent certified public accounting firm to perform an independent annual audit of the County's financial records in order to assure the records are in accordance with the Generally Accepted Accounting Principles (GAAP).

Goals include:

- Obtain the annual audit at the lowest possible cost while simultaneously guaranteeing the audit is independent and conforms to all auditing standards required for governmental audits
- Fairly and clearly present full financial disclosure to anyone interested in the County's finances

Description

The independent audit is performed on an annual basis to provide reasonable assurance that the financial statements of Carroll County for the prior fiscal year are free of material misstatement. The independent audit involves examining, on a test basis, evidence supporting the amounts and disclosure in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall financial statement presentation.

This budget is for the general fund portion of the annual audit itself and includes a single audit of Federal awards. State law (Maryland Code Article 19, Section 40) requires that all local governments have an annual audit of financial records performed by a certified public accountant.

The county personnel who assist the external auditors in administering the Independent Post Audit are included in the Comptroller's Department.

The County's audited financial statements are presented online as part of the Comprehensive Annual Financial Report (CAFR) available at <http://ccggovernment.carr.org/ccg/comp/16-cafr/>

Program Highlights

For FY 16, Carroll County received an unmodified audit opinion.

Budget Changes

Operating increases due to a contract pricing for audit services.

Purchasing

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$266,828	\$273,240	\$276,080	\$284,310	4.05%	2.98%
Benefits	145,628	72,420	89,110	83,030	14.65%	-6.82%
Operating	47,244	83,020	83,020	82,850	-0.20%	-0.20%
Capital	0	0	0	0	0.00%	0.00%
Total	\$459,700	\$428,680	\$448,210	\$450,190	5.02%	0.44%
Total Without Benefits	\$314,072	\$356,260	\$359,100	\$367,160	3.06%	2.24%
Employees FTE	5.00	5.00	5.00	5.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Robert M. Burk, Comptroller (410) 386-2085
Judy Flickinger, Budget Analyst (410) 386-2082
<http://ccgovernent.carr.org/ccg/purchase/>

Mission and Goals

To procure necessary goods and services for the County in the most efficient and effective manner possible and to serve customers in all business activities and transactions with honor, fairness, and integrity, actively seeking best value results in all County purchases.

Goals include:

- Treat all individuals, corporations, and businesses who desire to compete in the County with fairness and equality
- Uphold and promote honesty and integrity at all times
- Conduct an open and transparent bidding process
- Attention to internal and external customer needs
- Maintain an informative website for customers
- Encourage the use of recycled and environmentally friendly products whenever practical and cost effective
- Participate in piggyback or cooperative bidding whenever it is in the County's best interest
- Seek new and innovative ideas to purchase, manage, and reduce energy consumption
- Assist non-profits and others with information or services that are beneficial to their needs
- Seek best practices in public procurement through continuing education programs and networking
- Maximize investment recovery for equipment, furniture, and supplies through partnerships with the private sector

Description

The Bureau of Purchasing is responsible for maintaining a fair and equitable procurement process for the citizens of Carroll County. The Bureau constantly seeks to obtain the best value and achieve the maximum savings of County tax dollars through purchases at the right quantity, quality, price, place, and time.

The Bureau of Purchasing utilizes professional organizations such as the National Institute of Governmental Purchasing (NIGP) and the Maryland Public Purchasing Association (MPPA) to network and keep abreast of best practices in public procurement.

The Bureau of Purchasing also takes advantage of Carroll County's Baltimore Metropolitan Council (BMC) of Governments to reap the benefits of one of the BMC's committees, the Baltimore Regional Cooperative Purchasing Committee (BRPCPC).

Program Highlights

- As a result of membership on the BMC's Purchasing Sub-Committee and Energy Board, the County has been able to lower and stabilize its energy costs (natural gas and electricity) for government buildings. Additionally, an energy management tracking program has been implemented to provide valuable energy cost and performance data.
- The expanded use of the procurement card program has decreased the transaction time for the purchase of goods and services, has increased the efficiency of the payment process, and reduced paper requirements and volume.
- The Bureau of Purchasing has been very active in cooperative buying initiatives. Cooperative buying effectively leverages the needs of many to obtain a great price for commodities and services required by end users.
- Utilization of cooperative purchasing initiatives has led to decreased administrative costs and increased bureau efficiency.

Budget Changes

- The increase from FY 17 Original to Adjusted is due to salary adjustments.
- A 3.0% salary increase is included in FY 18.

County Attorney

County Attorney Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
County Attorney	\$894,261	\$877,850	\$747,920	\$746,600	-14.95%	-0.18%
Total County Attorney	\$894,261	\$877,850	\$747,920	\$746,600	-14.95%	-0.18%
Total Without Benefits	\$671,107	\$742,960	\$595,200	\$608,530	-18.09%	2.24%

FY 17 Adjusted Budget reflects a change in OPEB allocations.

Mission and Goals

The County Attorney provides legal representation and advice to the Carroll County Commissioners and their boards, commissions, officers and employees regarding matters affecting the County. The Department also provides advice and representation to other government agencies funded by the Board of County Commissioners.

Goals include:

- Protect the legal interests of the Board of County Commissioners
- Aid in the prompt resolution of disputes
- Ensure fair and equal treatment of citizens and employees
- Ensure that County laws, contracts, legal documents, and policies are of the highest legal standard

Highlights

Between FY 12 and FY 16, the County Attorney's Office collected more than \$1.3M in delinquent accounts related to unpaid taxes and fees, medical expenses for inmates, and reimbursements for accidents and bad checks.

FY 12	FY 13	FY 14	FY 15	FY 16
\$177,030	\$270,940	\$343,960	\$317,210	\$276,580

Budget Changes

The decrease from FY 17 Original to Adjusted is due to the elimination of a long-term contract between the County and the Department of Social Services (DSS). DSS employees were housed and paid by the County, and the County was reimbursed by the DSS. With the elimination of the contract, these employees will now be housed and paid by DSS.

County Attorney

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$572,909	\$598,290	\$450,530	\$464,010	-22.44%	2.99%
Benefits	223,154	134,890	152,720	138,070	2.36%	-9.59%
Operating	98,198	144,670	144,670	144,520	-0.10%	-0.10%
Capital	0	0	0	0	0.00%	0.00%
Total	\$894,261	\$877,850	\$747,920	\$746,600	-14.95%	-0.18%
Total Without Benefits	\$671,107	\$742,960	\$595,200	\$608,530	-18.09%	2.24%
Employees FTE	10.38	10.38	6.75	6.75	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Timothy Burke, County Attorney (410) 386-2030
Sheree Lima, Management and Budget Project Coordinator
(410) 386-2082
<http://ccggovernment.carr.org/ccg/attorney/>

Mission and Goals

The Department of County Attorney provides legal representation and advice to the Carroll County Commissioners and their boards, commissions, officers and employees regarding matters affecting the County. The Department also provides advice and representation to other government agencies funded by the Board of County Commissioners.

Goals include:

- Protect the legal interests of the Board of County Commissioners
- Aid in the prompt resolution of disputes
- Ensure fair and equal treatment of citizens and employees
- Ensure that County laws, contracts, legal documents and policies are of the highest legal standard

Description

This Department was created by State law to serve as in-house counsel to the Board of County Commissioners and all of the departments, bureaus, agencies, offices, quasi-judicial boards, commissions and other organizations that receive operating funds from the County.

In addition to furnishing legal advice and representation, the office handles real estate settlements, collections of delinquent accounts, zoning and building code violations, preparation of legal documents for subdivisions, and codification of County laws. It also handles cases for the local Department of Social Services and represents Carroll Community College, Carroll County Public Library, Humane Society and Sheriff's Office.

The Department serves as a resource to the citizens for general questions about County government and County and State laws.

Program Highlights

Between FY 12 and FY 16, the County Attorney's Office collected more than \$1.3M in delinquent accounts related to unpaid taxes and fees, medical expenses for inmates and reimbursements for accidents and bad checks.

Budget Changes

- The decrease from FY 17 Original to Adjusted is due to the elimination of a long-term contract between the County and the Department of Social Services (DSS). DSS employees were housed and paid by the County, and the County was reimbursed by the DSS. With the elimination of the contract, these employees will now be housed and paid by DSS.
- A 3.0% salary increase is included in FY 18.

Economic Development

Economic Development Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Economic Development Administration	\$976,782	\$914,760	\$929,340	\$966,250	5.63%	3.97%
Business and Employment Resource Center	261,941	219,290	231,550	247,170	12.71%	6.75%
ED Infrastructure and Investments	1,583,226	1,504,440	1,504,440	404,070	-73.14%	-73.14%
Farm Museum	1,045,671	939,590	952,890	959,670	2.14%	0.71%
Tourism	214,245	295,900	297,510	307,150	3.80%	3.24%
Total Economic Development	\$4,081,864	\$3,873,980	\$3,915,730	\$2,884,310	-25.55%	-26.34%
Total Without Benefits	\$3,470,607	\$3,573,550	\$3,570,270	\$2,537,400	-28.99%	-28.93%

FY 17 Adjusted Budget reflects a change in OPEB allocations.

Mission and Goals

The mission of the Department of Economic Development is to create a positive business environment to foster the growth and retention of resident companies and encourage the attraction of new industry. The purpose is to provide jobs for local residents, promote a healthy economy, and increase the industrial tax base to provide for government services.

Goals include:

- Increase the commercial/industrial tax base
- Increase the number of quality jobs
- Support the development of new technology and the growth of resident industries
- Create an environment that fosters small business creation, sustainability, and growth
- Increase tourism in Carroll County and support the efforts of local tourism related businesses
- Assist Carroll County businesses with workforce development needs, and citizens in finding employment opportunities

Highlights, Changes, and Useful Information

- Carroll County's average annual unemployment rate for CY 2016 was 3.6%, an improvement from CY 2015 average of 4.4%.
- The Business and Employment Resource Center continues to see demand for their programs, such as workforce training classes and job search assistance.

Budget Changes

- Economic Development Infrastructure and Investment decreases due to a short-term measure to balance the budget.
- Farm Museum increases due to advertising, printing, and catered food. Wine Festival revenues are projected to decrease, leading to a decrease in the Winery Commission fee in the Farm Museum budget.

Economic Development Administration

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$403,552	\$396,360	\$393,290	\$403,830	1.88%	2.68%
Benefits	203,961	100,250	117,900	123,170	22.86%	4.47%
Operating	369,269	416,650	416,650	439,250	5.42%	5.42%
Capital	0	1,500	1,500	0	-100.00%	-100.00%
Total	\$976,782	\$914,760	\$929,340	\$966,250	5.63%	3.97%
Total Without Benefits	\$772,821	\$814,510	\$811,440	\$843,080	3.51%	3.90%
Employees FTE	5.75	5.75	5.75	5.75	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Jack Lyburn, Director (410) 386-2071
 Lynn Karr, Senior Budget Analyst (410) 386-2082
<http://www.carrollworks.org/>

Mission and Goals

The mission of the Department of Economic Development is to create a positive business environment to foster the growth and retention of resident companies and encourage the attraction of new industry. The purpose is to provide jobs for local residents, promote a healthy economy, and increase the industrial tax base to provide for government services.

Goals include:

- Enhancing economic development in Carroll County to provide an adequate tax base to maintain our high quality of life and ensure the stability of our communities
- Providing opportunities for residents to work in their communities
- Investing in developing infrastructures and business support programs

Description

The Department of Economic Development:

- Promotes Carroll County as a business location
- Provides an array of services to residents and potential businesses, such as site and facility tours, research, financing, regulatory agency assistance, and business advocacy services
- Provides administrative support to the Economic Development Commission, a Commissioner-appointed board that acts as an advisory arm to Commissioners on issues impacting business
- Utilizes many methods to attract new industry, including advertising, e-newsletters, public relations and attendance at industry and professional association seminars and conferences
- Maintains an active business retention visitation program

Program Highlights

- During FY 16, over 800,000 square feet of space was built or renovated.
- January 2017 unemployment numbers rank Carroll County as the third lowest in the State at 3.8%, well below the state's unemployment rate of 4.5%.
- Commercial and Industrial vacancy rates remain stable compared to last year.
 - Office: Carroll – 7.6% Baltimore – 10.0%
 - Retail: Carroll – 6.0% Baltimore – 5.5%
 - Industrial: Carroll – 7.0% Baltimore – 9.0%

Budget Changes

- A 3.0% salary increase is included in FY 18.
- Operating increases due to other vendor services.

Business and Employment Resource Center

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	136,413	144,410	144,220	148,560	2.87%	3.01%
Benefits	114,090	59,780	72,230	83,510	39.70%	15.62%
Operating	11,438	15,100	15,100	15,100	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	261,941	219,290	231,550	247,170	12.71%	6.75%
Total Without Benefits	\$147,851	\$159,510	\$159,320	\$163,660	2.60%	2.72%
Employees FTE	2.85	2.85	2.85	2.85	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Jack Lyburn, Director (410) 386-2071
 Lynn Karr, Senior Budget Analyst (410) 386-2082
<http://www.carrollworks.org/>

Development. BERC is located at 224 N. Center Street, Room 205, Westminster, MD.

Mission and Goals

The mission of the Carroll County Business and Employment Resource Center (BERC) is to develop a highly effective workforce for new and existing businesses, and to assist job seekers in achieving, advancing, and retaining employment.

Goals include:

- Maximize public investment in job training and workforce development to create and maintain a workforce development system in Carroll County
- Assist citizens in finding employment opportunities preferably with Carroll County businesses with workforce development needs
- Market services to Carroll County employers
- Continue the Youth Programs by partnering with public, private, and not-for-profit organizations
- Support State and Federal Departments of Labor's strategic goals to enhance opportunities for America's workforce, promote economic security of workers and families, and foster quality workplaces that are safe, healthy, and fair

Program Highlights

BERC's total operating funds are from the following sources:

	FY 16 Actuals	FY 17 Budget	FY 18 Budget	FY 18 % of Total
Local – County	\$261,941	\$219,290	\$247,170	14.5%
Grants	801,047	1,641,540	1,452,892	85.5%
Total	\$1,062,988	\$1,860,830	\$1,700,062	100.0%

During FY 16:

- 10,564 customer visits were made to BERC.
- 1,314 new customers visited BERC.
- 413 (244 new) customers were registered for to access individualized and training services.
- 185 Workforce Innovation and Opportunity Act (WIOA) registered customers were placed in jobs.
- 204 customers received a total of 448 training services.

Description

The Business and Employment Resource Center provides employment-related services which include skills and career assessment, career counseling, career exploration, occupational skills training, and job skill remediation, diploma programs, on-the-job training, and job search/placement assistance. BERC offers a state-of-the-art One Stop Resource Center with free usage of resources that include current labor market information, current job openings, computers, tutorials, workshops, and a well-equipped library. BERC assists local employers with no-fee recruitment services, matching job applicants to skill requirements, posting job openings, job fairs, and supplying meeting or office spaces for business needs. BERC also provides assistance to prospective employers in relation to workforce issues through efforts with the Department of Economic

Budget Changes

A 3.0% salary increase is included in FY 18.

Economic Development Infrastructure and Investment

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	1,538,226	1,504,440	1,504,440	404,070	-73.14%	-73.14%
Capital	45,000	0	0	0	0.00%	0.00%
Total	\$1,583,226	\$1,504,440	\$1,504,440	\$404,070	-73.14%	-73.14%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Jack Lyburn, Director (410) 386-2071

**Lynn Karr, Senior Management and Budget Analyst
(410) 386-2082**

Description

The Economic Development Infrastructure and Investment account was established to provide funding that would support and encourage economic development in the County. This funding is used to promote Carroll County as a commercial/industrial site for businesses, which may include infrastructure improvements, studies, and targeted investments.

This budget funds projects such as:

- Job training investments
- Feasibility studies
- Land acquisition related to business development
- Business infrastructure development

The staff who administer the infrastructure and investment expenses are included in the Economic Development Administration budget.

Program Highlights

- Fuchs North America purchased 21 acres of land at the North Carroll Business Park (NCBP) in Hampstead. Construction is complete for their 240,000 square feet of corporate headquarters, and includes a new R&D and culinary center, state-of-the-art production facility and quality control testing labs.
- Advanced Thermal Batteries purchased 1231 Independence Way in Westminster. The company manufactures thermal batteries used in missile, space and munitions programs. The company held a grand opening in June 2016, and expects to double its workforce in the next few years.
- FR Conversions purchased a 150,000 square foot plant at West Branch Trade Center in Westminster. The company specializes in the conversion of vans for wheelchair accessibility. A ribbon cutting was held in April 2016 to celebrate the grand opening. The company expects to employ over 400 people in the next few years.
- Eldersburg Commons, a \$50 million redevelopment project, held a ribbon cutting in June 2016. The center is fully leased and features national retailers such as Super

Walmart, Ulta, Olympia Sports, Noodles and Company, and TJ Maxx.

- Concept plans have been submitted for the Warfield Corporate Campus in Sykesville. The developers will feature a residential townhome development to be complemented with retail and office uses within the historic buildings.
- Lehigh Hanson Cement, a major resident employer, is continuing to build a 4.7 mile conveyor system to transport limestone from its New Windsor quarry to its Union Bridge facility. Project is expected to be fully operational by 2018.
- Carroll Hospital Center and Frederick Memorial Hospital embarked on a joint venture to open the Mt. Airy Health and Wellness Pavilion. Physicians affiliated with either hospital are able to delivery various health care services to patients in the building.

Budget Changes

Operating decreases due to a one-time funding reduction.

Farm Museum

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$390,905	\$393,720	\$393,750	\$409,240	3.94%	3.93%
Benefits	253,310	118,420	131,690	115,530	-2.44%	-12.27%
Operating	391,763	425,850	425,850	432,900	1.66%	1.66%
Capital	9,692	1,600	1,600	2,000	25.00%	25.00%
Total	\$1,045,671	\$939,590	\$952,890	\$959,670	2.14%	0.71%
Total Without Benefits	\$792,361	\$821,170	\$821,200	\$844,140	2.80%	2.79%
Employees FTE	10.65	10.65	10.65	11.06	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Jack Lyburn, Director (410) 386-2071

Lynn Karr, Senior Budget Analyst (410) 386-2082

<http://ccgovernance.carr.org/ccg/farmmus/default.asp>

Mission and Goals

To promote the prestige and general welfare of Carroll County; to preserve the rural lifestyle that this country was built upon with a living history facility; and to educate all visitors about not only the Museum, but also the County's history and role agriculture continues to hold in the modern world.

Goals include:

- Enrich, educate and entertain visitors by providing an experience of life in rural 19th century Carroll County
- Promote greater understanding of the resourcefulness of 19th century farm life using the technology of the period
- Provide a setting to teach rural Carroll County history to visitors of all ages
- Restore and preserve all Farm Museum buildings

Description

The Carroll County Farm Museum, located at 500 South Center Street in Westminster, MD, was established in 1966 to preserve the rural heritage of Carroll County and to educate its visitors about farming life in the mid-19th century.

The Carroll County Farm Museum, the first of its kind in the State of Maryland, provides visitors an overview of rural Carroll County farm lifestyles of the 19th century through exhibits, demonstrations and traditional arts classes. The special events held throughout the year bring increased revenue to many businesses in the surrounding area.

The Living History Camp, Enrichment Camp, Traditional Arts classes and the Heirloom and County gardens provides opportunities to demonstrate how Carroll County residents lived 150 years ago.

Farm animals add to the pastoral ambience, along with an environmental fishpond, children's play area, nature trail, flower garden, croquet lawn, horseshoe pits and volleyball court.

Special events include a Civil War Encampment, Fiddler's Convention, the Maryland Wine Festival, the Old-Fashioned July 4th Picnic, Fall Harvest Days and the annual Holiday Tour.

Program Highlights

- The Farm Museum celebrated its 50th anniversary.
- The Museum added its first major exhibit in more than 20 years with the installation of the Wormseed Distillery. The exhibit highlights a national industry that was headquartered in southern Carroll County.
- Partnered with businesses in Westminster and Taneytown to provide theme-based teas in the tea room located in the Main House.
- Continued to build its reputation as a wedding venue with upgrade of the Reception Barn and addition of a bridal dressing chamber.
- Living History Camp for elementary school students and Traditional Arts Classes for children and adults continue to be very popular programs designed to support the Museum's educational mission and bring history to life.

Budget Changes

- The decrease from FY 17 Original to Adjusted is due to employee turnover.
- A 3.0% salary increase is included in FY 18.
- Operating increases due to advertising, printing, and catered food. Wine Festival revenues are projected to decrease, leading to a decrease in the Winery Commission fee in the Farm Museum budget.
- Capital increases due to one-time replacement of folding chairs.

Tourism

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$105,322	\$113,210	\$113,160	\$116,600	2.99%	3.04%
Benefits	39,896	21,980	21,980	22,650	3.05%	3.05%
Operating	69,027	160,710	160,710	165,850	3.20%	3.20%
Capital	0	0	0	0	0.00%	0.00%
Total	\$214,245	\$295,900	\$295,850	\$305,100	3.11%	3.13%
Total Without Benefits	\$174,349	\$273,920	\$273,870	\$282,450	3.11%	3.13%
Employees FTE	2.80	2.80	2.80	2.80	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Jack Lyburn, Director (410) 386-2071
 Lynn Karr, Senior Budget Analyst (410) 386-2082
<http://carrollcountytourism.org/>

- Expanded advertising to Frederick Magazine, Baltimore Magazine, and digital ads with Comcast.
- The Tourism budget is 100% funded by the Hotel Tax.

Mission and Goals

To market Carroll County as a tourist destination, to position Carroll County as a competitive destination statewide, and to provide visitors information and services to ensure a pleasant trip experience.

Goals include:

- Strengthen revenues for the County and local tourism-related businesses
- Market Carroll County as a reasonably priced, quality experience for visitors
- Provide up-to-date information for visitation
- Represent Carroll County at the State level

Description

The Carroll County Visitor Center is located at 1838 Emerald Hill Lane, Westminster, MD. The Bureau works to promote Carroll County as an attractive, inexpensive place to visit. These efforts include:

- Operating the Carroll County Visitor Center seven days a week
- Assisting local tourism-related businesses and event organizers in their marketing efforts
- Advertising, creation, and distribution of marketing materials
- Attending travel shows that help promote the County
- Creating and distributing Tourism brochures
- Creating and maintaining the Tourism website

Program Highlights

- Partnered with municipalities' Main Street Managers to assist with their advertising efforts.
- Added ten more barn quilts in FY 16, making a total of 32 throughout the County.

Budget Changes

A 3.0% salary increase is included in FY 18.

Human Resources

Human Resources Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Human Resources Administration	\$877,323	\$821,700	\$866,940	\$919,180	11.86%	6.03%
Health and Fringe Benefits	3,133,705	18,368,660	16,090,790	14,313,640	-22.08%	-11.04%
Personnel Services	119,016	112,570	133,730	137,680	22.31%	2.95%
Total Human Resources	\$4,130,043	\$19,302,930	\$17,091,460	\$15,370,500	-20.37%	-10.07%
Total Without Benefits	\$678,652	\$16,215,180	\$16,242,070	\$14,544,120	-10.31%	-10.45%

FY 17 Adjusted Budget reflects a change in OPEB allocations.

Mission and Goals

To encourage employee growth, foster open communications and provide a respectful and supportive work environment that enables all Carroll County Government employees to improve and maintain their work productivity in the service of Carroll County citizens.

Goals include:

- Attract, retain, and develop qualified employees who support the vision, goals, and objectives of Carroll County Government
- Provide career development opportunities to assure continuity of county government operations
- Encourage employee engagement and increase morale through various programs
- Develop and maintain competitive classification and compensation plans
- Develop, monitor, and maintain policies related to employment laws and the Carroll County Personnel Code
- Provide fiscally responsible health and welfare benefits programs to employees as part of the full compensation package

Highlights, Changes, and Useful Information

Human Resources supports County Government operations as well as outside agencies at varying levels. Health coverage, retirement, and other benefits are administered and funded out of this office for the Courts, State's Attorney's Office, and Sheriff Services. These agencies are also eligible to use the clerical workers in Personnel Services. Health coverage is also provided to the Carroll County Public Library and Animal Control.

Budget Changes

- Human Resources Administration increases due to professional development for County personnel and a new Human Resources Associate.
- Health and Fringe Benefits decreases due to the net effect of:
 - A one-time reduction of \$2.0M to rebalance the Internal Service Fund
 - Ongoing reduction of \$0.8M due to prescription rebates
 - 6.5% increase in claims
 - An increased allocation of OPEB to individual budgets.

Human Resources Administration

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$511,439	\$572,400	\$591,640	\$604,740	5.65%	2.21%
Benefits	315,349	154,060	180,060	202,870	31.68%	12.67%
Operating	50,535	95,240	95,240	111,570	17.15%	17.15%
Capital	0	0	0	0	0.00%	0.00%
Total	\$877,323	\$821,700	\$866,940	\$919,180	11.86%	6.03%
Total Without Benefits	\$561,974	\$667,640	\$686,880	\$716,310	7.29%	4.28%
Employees FTE	10.00	10.00	10.00	11.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Kimberly Frock, Director (410) 386-2129
Lynn Karr, Senior Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/humanres/>

Mission and Goals

To encourage employee growth, foster open communications and provide a respectful and supportive work environment that enables all Carroll County Government employees to improve and maintain their work productivity in the service of Carroll County citizens.

Goals include:

- Attract, retain, and develop qualified employees who support the vision, goals, and objectives of Carroll County Government
- Provide career development opportunities to assure continuity of county government operations
- Encourage employee engagement and increase morale through various programs
- Develop and maintain competitive classification and compensation plans
- Develop, monitor, and maintain policies related to employment laws and the Carroll County Personnel Code

Description

Human Resources oversees all responsibilities associated with Carroll County Government employment, including:

- Recruitment, selection, and hiring
- Personnel policies, procedures, and files
- Benefits, compensation, and recognition programs
- Employee relations programs
- Computer skills assessment
- Wellness initiatives
- Employee training and development activities
- Compliance with Federal and State employment and benefit laws

Program Highlights

- Carroll County Government health plans continue to maintain “grandfathered” status under the Patient Protection and Affordable Care Act.
- Facilitated four quarterly orientations on policies, laws, recycling and risk management and technology services.
- Implementation of the new Human Resources Information System.
- Held 17 wellness events during FY 16.

Budget Changes

- The increase from FY 17 Original to Adjusted is due to salary adjustments.
- A 3.0% salary increase is included in FY 18.
- Operating increases due to professional development for County personnel.

Health and Fringe Benefits

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$8,600	\$13,000	\$13,000	\$13,000	0.00%	0.00%
Benefits	3,086,581	2,905,060	627,190	578,940	-80.07%	-7.69%
Operating	38,524	15,450,600	15,450,600	13,721,700	-11.19%	-11.19%
Capital	0	0	0	0	0.00%	0.00%
Total	\$3,133,705	\$18,368,660	\$16,090,790	\$14,313,640	-22.08%	-11.04%
Total Without Benefits	\$47,124	\$15,463,600	\$15,463,600	\$13,734,700	-11.18%	-11.18%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Kimberly Frock, Director (410) 386-2129

Lynn Karr, Senior Budget Analyst (410) 386-2082

<http://ccgoverment.carr.org/ccg/humanres/Benefits.aspx>

Mission and Goals

To administer employee benefits, educate employees about their benefits and work with employees to resolve issues related to benefits.

The goal of this agency is to provide a competitive health and welfare benefit package to employees as part of the total compensation package.

Description

Benefits offered by the County include:

- Pension plans (see the OPEB, Pension Trust, and Special Revenue Funds section for further explanation and annual contributions)
- Death benefits
- Longevity program
- Life insurance
- Disability benefits
- Medical healthcare
- Dental healthcare
- Wellness program

The staff that administers the Health and Fringe Benefits budget is included in the Human Resources Administration budget.

Program Highlights

- United Healthcare is the County's medical health plan provider. County employees have a choice between two medical plans:
 - Choice is an "open HMO" program that provides in-network coverage only, with no requirement for referrals, but no out-of-network benefit for employees who choose to utilize non-participating providers.
 - Choice Plus allows the insured to receive treatment within the network of providers for the regular co-payment amount and also provides out-of-network coverage at slightly increased expense to the insured.
- Benefit providers include OptumRx as the provider for prescription coverage and Delta Dental as the PPO provider for dental care.
- Member education resulted in utilization of generic prescriptions increasing from 80.6% to 81.6% in calendar year 2016.
- Member utilization of in-network providers remains high at 97.4%.

Budget Changes

- Operating decreases due to the net effect of:
 - A one-time reduction of \$2.0M to rebalance the Internal Service Fund
 - Ongoing reduction of \$0.8M due to prescription rebates.
 - 6.5% increase in claims
 - An increased allocation of OPEB to individual budgets.

Personnel Services

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$69,555	\$83,930	\$91,580	\$93,100	10.93%	1.66%
Benefits	49,461	28,630	42,140	44,570	55.68%	5.77%
Operating	0	10	10	10	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$119,016	\$112,570	\$133,730	\$137,680	22.31%	2.95%
Total Without Benefits	\$69,555	\$83,940	\$91,590	\$93,110	10.92%	1.66%
Employees FTE	3.00	3.00	3.00	3.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Kimberly Frock, Director (410) 386-2129

Lynn Karr, Senior Budget Analyst (410) 386-2082

Mission and Goals

To provide a trained work pool of staff to assist County offices with clerical needs.

Goals include:

- Provide trained clerical support knowledgeable in County procedures and equipment
- Have staff ready and available for clerical openings to shorten recruitment time when vacancies occur

Description

Personnel Services provides clerical support to all County agencies, Sheriff Services, the Circuit Court, and the State's Attorney's Office on an as needed basis. The staff of three clerical positions:

- Is readily available for assignments
- Is familiar with County procedures and policies
- Is trained and familiar with County office equipment and software
- Provides agencies the option to fill vacancies with trained employees
- Eliminates the need for temporary staffing from outside services
- Provides support when other employees are out or additional support is needed

Program Highlights

In FY 16, Personnel Services provided over 4,100 hours of support to various agencies.

Budget Changes

- The increase from FY 17 Original to Adjusted is due to reclassifications.
- A 3.0% salary increase is included in FY 18.

Land and Resource Management

Land and Resource Management Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Land and Resource Management Administration	\$879,724	\$711,260	\$754,460	\$783,610	10.17%	3.86%
Development Review	625,496	515,080	527,520	533,980	3.67%	1.22%
Resource Management	847,056	710,120	754,590	802,230	12.97%	6.31%
Zoning Administration	329,144	233,930	239,370	237,170	1.39%	-0.92%
Total Land and Resource Management	\$2,681,420	\$2,170,390	\$2,275,940	\$2,356,990	8.60%	3.56%
Total Without Benefits	\$1,676,728	\$1,673,700	\$1,686,560	\$1,740,830	4.01%	3.22%

FY 17 Adjusted Budget reflects a change in OPEB allocations.

Mission and Goals

The Department of Land and Resource Management's vision is to maintain, develop and implement programs in an efficient and effective manner related to development review, zoning, resource management, geographic information systems (GIS), and agricultural preservation.

Goals include:

- Preserve farmland in perpetuity for present and future agricultural uses
- Develop creative means to achieve the County's land preservation goal of 100,000 acres
- Provide timely, efficient, accurate, and friendly customer service in a predictable and efficient manner while assuring compliance with County development codes, regulations, and processes, as well as applicable State laws and regulations
- Maintain full EPA National Pollutant Discharge Elimination System (NPDES) permit compliance for the five-year compliance period
- Promote the health, safety, and welfare of the residents of Carroll County through the fair and equitable enforcement of the Zoning Ordinance

Highlights, Changes, and Useful Information

The majority of funding for the services provided by the Department of Land and Resource Management is in the Community Investment Plan, including Agricultural Land Preservation and water quality projects.

Budget Changes

The overall increase from the FY 17 Original to Adjusted is due to salary adjustments, reclassifications, and a change in the OPEB allocations.

Land and Resource Management Administration

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$546,675	\$529,880	\$540,320	\$560,700	5.82%	3.77%
Benefits	304,091	144,820	177,580	184,750	27.57%	4.04%
Operating	28,958	36,560	36,560	38,160	4.38%	4.38%
Capital	0	0	0	0	0.00%	0.00%
Total	\$879,724	\$711,260	\$754,460	\$783,610	10.17%	3.86%
Total Without Benefits	\$575,633	\$566,440	\$576,880	\$598,860	5.72%	3.81%
Employees FTE	9.10	9.10	9.10	9.33	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Thomas Devilbiss, Director (410) 386-2145
Sheree Lima, Management and Budget Project Coordinator
(410) 386-2082
<http://ccgovernments.carr.org/ccg/plan/>

Mission and Goals

It is the Department of Land and Resource Management's vision to maintain, develop and implement programs in an efficient and effective manner related to development review, zoning, resource management, geographic information systems (GIS), and agricultural preservation.

Goals include:

- Preserve farmland in perpetuity for present and future agricultural uses
- Develop creative means to achieve the County's land preservation goal of 100,000 acres
- Maintain full EPA National Pollutant Discharge Elimination System (NPDES) permit compliance for the five-year compliance period
- Promote the health, safety, and welfare of the residents of Carroll County through the fair and equitable enforcement of the Zoning Ordinance

Description

The Department of Land and Resource Management is a front-line agency serving the citizens, businesses and other governmental agencies on a daily basis. The Department provides leadership guidance, GIS products, and technical and statistical information on issues relating to development, land preservation, water resource management, zoning, town/county cooperation, and resource protection issues. Responsibilities also include enforcing the County's Storm Sewer System code, and managing the Countywide National Pollutant Discharge Elimination System (NPDES). The Department staffs the Planning and Zoning Commission, the Environmental Advisory Council, and participates in the Water Resource Coordination Council.

Program Highlights

- Annual in-house training for County and municipal staff was performed in October in compliance with the NPDES permit.
- In FY 16, the County Agricultural Preservation Program preserved 18 farms, the Rural Legacy Program four farms, and the Critical Farms Program two farms for a total of 2,438 acres preserved.

Budget Changes

- The increase from the FY 17 Original to Adjusted is due to a personnel allocation change.
- Personnel increases due to a 3.0% salary increase and a new intern position.
- Operating increases due to the parcel layer update.

Development Review

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$356,437	\$380,650	\$379,880	\$391,290	2.80%	3.00%
Benefits	248,563	120,330	133,540	128,590	6.86%	-3.71%
Operating	20,496	14,100	14,100	14,100	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$625,496	\$515,080	\$527,520	\$533,980	3.67%	1.22%
Total Without Benefits	\$376,933	\$394,750	\$393,980	\$405,390	2.70%	2.90%
Employees FTE	8.00	8.00	8.00	8.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Clayton R. Black, Bureau Chief (410) 386-2145
 Sheree Lima, Management and Budget Project Coordinator
 (410) 386-2082
<http://ccgovernments.carr.org/ccg/devrev/>

Mission and Goals

To provide timely, efficient, accurate, and friendly customer service in a predictable and efficient manner while assuring compliance with County development codes, regulations, and processes, as well as applicable State laws and regulations.

Goals include:

- Interpret correctly and consistently apply the requirements of Chapter 155 Development and Subdivision of Land, Chapter 156 Adequate Public Facilities and Concurrency Management, Development Review Manual, and Roads and Storm Drain Design Manual
- Promote economic development initiatives through expeditious and thorough reviews
- Develop and refine systems and procedures to collect, assess, and provide accurate, reliable development information
- Increase the availability of information for improving public knowledge and use of the development process
- Facilitate communications and cooperation for all users of our service
- Continually review and recommend code changes and revisions to improve the functionality of the development process

Description

The Bureau of Development Review is responsible for reviewing all residential, commercial and industrial plans in Carroll County. The Bureau processes and tracks development plans from submission through approval while providing development review services to the municipalities. The Bureau is also responsible for monitoring the effects of the Concurrency Management Ordinance and developing the annual report detailing the adequacy level of the applicable facilities.

Program Highlights

Year	Final Plats Processed and Recorded	Planning Commission Reviewed
FY 16	48	27
FY 15	38	66
FY 14	41	35
FY 13	39	27
FY 12	35	39
FY 11	40	34

Budget Changes

- Personnel decreases from FY 17 Original to Adjusted due to employee turnover.
- A 3.0% salary increase is included in FY 18.

Resource Management

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$441,980	\$493,090	\$497,380	\$512,400	3.92%	3.02%
Benefits	321,315	173,870	214,050	246,120	41.55%	14.98%
Operating	49,035	36,160	36,160	35,510	-1.80%	-1.80%
Capital	34,725	7,000	7,000	8,200	17.14%	17.14%
Total	\$847,056	\$710,120	\$754,590	\$802,230	12.97%	6.31%
Total Without Benefits	\$525,740	\$536,250	\$540,540	\$556,110	3.70%	2.88%
Employees FTE	9.90	9.90	9.90	9.90	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Gale Engles, Bureau Chief (410) 386-2145
 Sheree Lima, Management and Budget Project Coordinator
 (410) 386-2082
<http://ccggovernment.carr.org/ccg/resmgmt/>

Mission and Goals

Protect and manage the natural resources for use and enjoyment by the citizens of Carroll County. Promote public awareness and education to preserve, protect, and improve natural resources in the County.

Goals include:

- Serve as the central source of information and data relating to Carroll County's natural resources
- Fairly and equitably interpret and apply code requirements for Chapter 53 Environmental Management of Storm Sewer System, Chapter 153 Floodplain Management, Chapter 157 Landscape Enhancement of Development, Chapter 151 Stormwater Management, and Chapter 154 Water Resource Management
- Maintain full EPA National Pollutant Discharge Elimination System (NPDES) permit compliance for the five-year compliance period
- Protect and promote the economic value and contribution of Carroll County's agricultural resources

Description

The Bureau of Resource Management staff is responsible for protection and management of water, soil, and forestry resources. The staff is involved in a wide range of activities: subdivision and site plan review, retrofit and restoration projects, tree plantings, water supply protection, watershed assessments, restoration and protection, forest protection and enhancement, landscape development and enhancement, floodplain management and grading/sediment control, sinkhole investigation, program development, inspection and enforcement, and technical assistance to other County agencies and the general public. The work of the Bureau is regulated by County Codes and State/Federal mandated programs.

Program Highlights

- In FY 16, two stormwater management retrofit projects were completed, treating 38 acres of impervious area and 88 acres of drainage area.
- A new bio-filtration facility was installed at the Carroll County Farm Museum that treats 0.45 acres, and provides a facility to educate students about stormwater management.
- Tree plantings totaling 37 acres were completed in the City of Westminster, Town of New Windsor, Double Pipe Creek, and the Upper Monocacy Watersheds treating 12 acres of impervious surface.

Budget Changes

- The increase from FY 17 Original to Adjusted is due to salary adjustments and reclassifications.
- A 3% salary increase is included in FY 18.

Zoning Administration

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$162,495	\$170,260	\$169,160	\$174,170	2.30%	2.96%
Benefits	130,723	57,670	64,210	56,700	-1.68%	-11.70%
Operating	10,894	6,000	6,000	6,000	0.00%	0.00%
Capital	25,032	0	0	300	100.00%	100.00%
Total	\$329,144	\$233,930	\$239,370	\$237,170	1.39%	-0.92%
Total Without Benefits	\$198,421	\$176,260	\$175,160	\$180,470	2.39%	3.03%
Employees FTE	4.00	4.00	4.00	4.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Jay C. Voight, Zoning Administrator (410) 386-2982
 Sheree Lima, Management and Budget Project Coordinator
 (410) 386-2082
<http://ccgoverment.carr.org/ccg/zoningad/>

The Zoning Ordinance also functions to:

- Conserve the value of property
- Secure safety from fire, panic and other danger
- Provide for adequate light and air

Mission and Goals

To maintain a fair and equitable application of the Zoning Ordinance.

Goals include:

- Promote the health, safety, and welfare of the residents of Carroll County through the fair and equitable enforcement of the Zoning Ordinance
- Administer, maintain, and enforce the Zoning Ordinance and related regulations, to process development proposals and applications to ensure land use activities are in accordance with the Zoning Ordinance and Comprehensive Plan
- Interpret the Zoning Ordinance and provide information to citizens, legal and real estate professionals on the zoning and use of properties for their determination in land use and purchase decisions
- Enforce written Zoning Regulations and the approvals and conditions of the Board of Zoning Appeals
- Review all pending building permits to assure Zoning Ordinance conformance

The Zoning Administrator:

- Conducts public hearings for variance requests including notices and postings
- Participates in planning efforts as they relate to master plans, comprehensive plans, and map and text amendments

Program Highlights

In FY 16:

New Zoning Cases	322
Abated Cases	314
Open Zoning Cases	148
Zoning Inspections	1,118
Zoning Certificate Issued	70
Administration Zoning Hearings	73
Termination Hearings	7

Budget Changes

A 3.0% salary increase is included in FY 18.

Description

The purpose of the Zoning Ordinance is to promote the health, safety and general welfare of the community by regulating and restricting a structure's:

- Height and number of stories
- Percent of lot area that may be occupied
- Density of population
- Lot, yard, court and other open space size
- Location
- Use and purpose

Management and Budget

Management and Budget Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Management and Budget Administration	\$281,924	\$254,840	\$241,300	\$248,190	-2.61%	2.86%
Budget	683,374	614,190	614,610	608,780	-0.88%	-0.95%
Grants Office	150,000	142,990	154,220	152,430	6.60%	-1.16%
Risk Management	1,724,893	2,241,920	2,253,180	2,382,710	6.28%	5.75%
Total Management and Budget	\$2,840,192	\$3,253,940	\$3,263,310	\$3,392,110	4.25%	3.95%
Total Without Benefits	\$1,490,202	\$2,963,530	\$2,941,760	\$3,058,350	3.20%	3.96%

FY 17 Adjusted Budget reflects a change in OPEB allocations.

Mission and Goals

To plan for and facilitate the provision of services, facilities and infrastructure in a way that protects the County's long-term fiscal position.

Goals include:

- Ensure budget compliance and the most cost-effective use of the County's financial resources
- Leverage resources by securing as much grant revenue as possible
- Minimize losses due to accidents and damage to County employees and property, to benefit the citizens of Carroll County
- Provide asset management through effective safety, insurance and building inspection programs

Highlights, Changes, and Useful Information

- The Department of Management and Budget supports not only County Government operations but also outside agencies at varying levels. Risk Management administers the County's insurance program that provides services such as Workers Compensation and property insurance to the Courts, State's Attorney, Sheriff Services, Carroll Community College, Carroll County Public Library, and many others. Grants Management provides grant writing assistance to many outside agencies, particularly the local non-profits.
- The current FY 17 Adopted Operating and Capital Budgets are available on the Carroll County Government website. The prior year Budgets are available on the website.
- Grants statistical information:

	FY 14	FY 15	FY 16
Grant Applications	95	89	101
Grants Awarded	71	78	88
Grants Denied	24	11	13
Grants Pending	0	0	0
Award Dollars	\$9,460,908	\$12,910,554	\$13,525,303

Budget Changes

- Management and Budget Administration decreases from FY 17 Original to Adjusted due to employee turnover.
- Budget decreases due to removal of a one-time purchase of workstations in FY 17.
- Risk increases due to increase in Comp/Gen Liability insurance costs and Worker's Comp ISF funding.

Management and Budget Administration

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$194,447	\$198,870	\$183,200	\$188,700	-5.11%	3.00%
Benefits	81,698	46,310	48,440	49,540	6.97%	2.27%
Operating	5,779	9,660	9,660	9,950	3.00%	3.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$281,924	\$254,840	\$241,300	\$248,190	-2.61%	2.86%
Total Without Benefits	\$200,226	\$208,530	\$192,860	\$198,650	-4.74%	3.00%
Employees FTE	2.00	2.00	2.00	2.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Ted Zaleski, Director (410) 386-2082
Judy Flickinger, Budget Analyst (410) 386-2082
<http://ccgoverment.carr.org/ccg/mangbud/>

Budget Changes

- The decrease from FY 17 Original to Adjusted is due to employee turnover.
- A 3.0% salary increase is included in FY 18.

Mission

The Department of Management and Budget is a team of dedicated professionals committed to excellence in customer service and the efficient and effective management of the County's financial resources and insured investments.

Goals include:

- Accurately project the availability of resources without exceeding actual collections
- Help the Board of County Commissioners
- Help agencies to provide services, facilities and infrastructure
- Monitor revenues and expenditures to assure a fiscally appropriate year-end position
- Communicate information about the budget, plans and our fiscal position to elected officials, service providers and the public in a useful manner

Description

The Department of Management and Budget includes Management and Budget Administration, the Bureau of Budget, Risk Management, and Grants Management. Through these agencies, the Department organizes and provides detailed fiscal analysis and management information to assist the Board of County Commissioners and County agencies in making informed management decisions.

The Department of Management and Budget seeks to develop funding strategies that provide a mix of funds from Federal, State, foundation, local, and corporate sources. It also oversees many of the County's insurance programs while working to reduce insurance losses through various Risk Management programs.

Budget

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$429,970	\$450,910	\$440,520	\$453,810	0.64%	3.02%
Benefits	246,184	124,400	135,210	140,790	13.18%	4.13%
Operating	6,986	13,880	13,880	13,960	0.58%	0.58%
Capital	235	25,000	25,000	220	-99.12%	-99.12%
Total	\$683,374	\$614,190	\$614,610	\$608,780	-0.88%	-0.95%
Total Without Benefits	\$437,191	\$489,790	\$479,400	\$467,990	-4.45%	-2.38%
Employees FTE	7.15	7.15	7.15	7.15	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Deborah Effingham, Bureau Chief (410) 386-2082
Judy Flickinger, Budget Analyst (410) 386-2082
<http://ccgoverment.carr.org/ccg/budget/>

Mission

Through an ongoing process of identifying, allocating and monitoring resources, Budget helps to turn the Commissioners' vision, goals and priorities into services and facilities, monitors the use of resources and the provision of services and facilities, and builds strategies to protect the Commissioners' ability to provide planned services and facilities, and avoid over-commitment of resources.

Goals include:

- Accurately project the availability of resources without exceeding actual collections
- Help the Board of County Commissioners achieve their goals within fiscal constraints
- Help agencies provide services, facilities and infrastructure
- Monitor revenues and expenditures to assure a fiscally appropriate year-end position
- Communicate information about the budget, plans, and our fiscal position, in useful ways, to elected officials, service providers, and the public

Description

The annual adoption of the County's capital and operating budgets allocates the County's resources to the services the Commissioners believe best serve the needs of the citizens of the County. The Bureau of Budget facilitates the Operating and Capital Budget processes and is responsible for forecasting and monitoring all revenues. Staff assists County agencies in the preparation of their budget requests, reviews those requests and makes recommendations to the County Commissioners for a balanced budget.

Throughout the year, Budget staff review agency expenditure requests for conformance to the approved budget and resolves any issues that arise. Staff performs analysis of County agencies with respect to efficiency, methods, procedures, and organization as instructed by the Director of Management and Budget and the Board of County Commissioners.

Program Highlights

The current FY 17 Adopted Operating and Capital Budgets are available on the Carroll County Government website. The Recommended, Proposed, and Adopted Capital and Operating Budgets for FY 18 are available on the website as each are completed.

FY 17 marks the tenth year in a row the Adopted Budget Books received the Government Finance Officers Association (GFOA) "Distinguished Budget Presentation Award".

Budget Changes

- The decrease from FY 17 Original to Adjusted is due to employee turnover.
- A 3.0% salary increase is included in FY 18.
- Capital decreases due to one-time furniture replacement in FY 17.

Grants Office

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$101,956	\$104,440	\$104,430	\$107,530	2.96%	2.97%
Benefits	42,040	23,840	35,080	36,830	54.49%	4.99%
Operating	6,005	14,710	14,710	8,070	-45.14%	-45.14%
Capital	0	0	0	0	0.00%	0.00%
Total	\$150,000	\$142,990	\$154,220	\$152,430	6.60%	-1.16%
Total Without Benefits	\$107,961	\$119,150	\$119,140	\$115,600	-2.98%	-2.97%
Employees FTE	2.00	2.00	2.00	2.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Deborah Standiford, Grants Manager (410) 386-2082

Judy Flickinger, Budget Analyst (410) 386-2082

<http://ccggovernment.carr.org/ccg/grants/>

Mission and Goals

Grants Management is dedicated to enhancing Carroll County through advocating, seeking, developing, securing, and managing grant funding.

Goals include:

- Help service providers make successful grant applications
- Focus on grant opportunities with the greatest impact on the Commissioners' goals
- Maintain a process that promotes successful compliance

Description

Grants Management assists County agencies, County-related agencies, municipalities, and non-profits to identify, develop, write, manage, and evaluate grants. Grants are sought from Federal, State, Foundation, and Corporate sources. Research provides grant opportunities that closely fit agency needs. Every grant is reviewed to ensure quality of writing and accuracy of budget information. Application requirements are reviewed to assure that the application sufficiently covers information requested so that the grant receives the best evaluation possible from the granting agency.

Grant award conditions are reviewed and assistance is provided to grantees to assure compliance with grant requirements, which are becoming more stringent. Grants may also be selected for monitoring at random to assure sufficiency of record keeping in preparation for audit.

Grantsline, a monthly newsletter published by Grants Management, contains current Federal, State, and philanthropic grant opportunities.

Program Highlights

	FY 14	FY 15	FY 16
Grant Applications	95	89	101
Grants Awarded	71	78	88
Grants Denied	24	11	13
Grants Pending	0	0	0
Award Dollars	\$9,460,908	\$12,910,554	\$13,525,303

Budget Changes

- A 3.0% salary increase is included in FY 18.
- Operating decreases due to removing the biennial Indirect Cost Study.

Risk Management

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$217,896	\$222,740	\$227,040	\$233,850	4.99%	3.00%
Benefits	980,068	95,860	102,820	106,600	11.20%	3.68%
Operating	526,928	1,920,320	1,920,320	2,039,260	6.19%	6.19%
Capital	0	3,000	3,000	3,000	0.00%	0.00%
Total	\$1,724,893	\$2,241,920	\$2,253,180	\$2,382,710	6.28%	5.75%
Total Without Benefits	\$744,825	\$2,146,060	\$2,150,360	\$2,276,110	6.06%	5.85%
Employees FTE	4.00	4.00	4.00	4.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Cecelia Devilbiss, Risk Manager (410) 386-2082

Judy Flickinger, Budget Analyst (410) 386-2082

<http://ccgovernent.carr.org/ccg/riskman/>

Budget Changes

- A 3.0% salary increase is included in FY 18.
- Operating increases due to increase in Comprehensive General Liability insurance costs and Worker's Comp ISF funding.

Mission and Goals

Risk Management works to prevent adverse events and to control the costs of events that affect County personnel or property. The office helps to build and promote a zero-accident culture while seeking an accident-free work environment.

Goals include:

- Identify and address all sources of workplace risk
- Assess the impact of various risks on the County
- Work with departments to reduce risks and costs, and to ensure compliance with laws and regulations

Description

Risk Management protects the assets of Carroll County, and works with all of Carroll County Government to administer the County's safety and insurance programs. The office contracts with insurance companies for a variety of insurance coverage, including: casualty, comprehensive, general liability, umbrella, crime, environmental impairment, workers' compensation and employee bonding. Risk Management monitors all of its programs to ensure the County is receiving the best rates and utilizes other current cost-saving measures such as self-insurance.

Risk Management maintains and works to improve the internal procedures to reduce loss exposure. The office sponsors safety activities to remind all employees of the importance of a safe work environment. Risk Management also follows guidelines set forth by the Department of Transportation, which include physicals and drug alcohol testing for employees driving County vehicles.

Technology Services

Technology Services Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Technology Services	\$4,452,004	\$4,353,110	\$4,399,887	\$4,513,520	3.68%	2.58%
Production and Distribution Services	381,402	465,020	477,970	462,290	-0.59%	-3.28%
Total Technology Services	\$4,833,405	\$4,818,130	\$4,877,857	\$4,975,810	3.27%	2.01%
Total Without Benefits	\$3,741,278	\$4,266,970	\$4,258,407	\$4,322,620	1.30%	1.51%

Note: FY 17 Adjusted Benefits reflects a change in OPEB allocations.

Mission and Goals

The Department of Technology Services strives to provide quality and cost-effective technology solutions and services that enable County departments, agencies, and partners to be successful in achieving their respective goals, always striving to exceed expectations.

Goals include:

- To provide technology services to County agencies and partners to ensure appropriate and cost-effective use of IT services.
- To provide technical expertise in the implementation and support of computer applications to County agencies and partners in order to accomplish management improvements and business process efficiencies, and to serve the residents, businesses, and employees of Carroll County.
- To provide the underlying technology infrastructure required to assist County agencies in providing effective support to residents.
- To increase access to information and services through E-Government platforms.

Highlights, Changes and Useful Information

- The Carroll County Public Network (CCPN) provides high-speed voice and data connections to the Carroll County Public School System, Carroll Community College, the Carroll County Public Library System, and all County government facilities.
- In FY 17, Technology Services will complete the replacement of the existing County phone system with a new Voice over IP system.

Budget Changes

- The increase from FY 17 Original to Adjusted is due to a change in OPEB allocations.
- Technology Services increases due to OPEB allocations and additional software and hardware purchases, partially offset by a reduction in software maintenance associated with the implementation of the Computer Aided Dispatch and Records Management Improvements project in the Community Investment Plan.
- One-time funding of \$50,000 is included in Technology Services to update the County's website.
- Production and Distribution Services decreases due to a reduction in postage expenses.

Technology Services

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$1,789,279	\$1,937,800	\$1,929,207	\$1,990,290	2.71%	3.17%
Benefits	1,020,914	516,730	572,100	603,660	16.82%	5.52%
Operating	1,574,460	1,848,310	1,848,310	1,821,690	-1.44%	-1.44%
Capital	67,351	50,270	50,270	97,880	94.71%	94.71%
Total	\$4,452,004	\$4,353,110	\$4,399,887	\$4,513,520	3.68%	2.58%
Total Without Benefits	\$3,431,090	\$3,836,380	\$3,827,787	\$3,909,860	1.92%	2.14%
Employees FTE	31.00	31.00	31.00	31.17	-----	-----

Note: Actuals include a health and fringe allocation while some operating expenditures were allocated to individual budgets. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocation. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Mark Ripper, Director (410) 386-2056

Chizuko M. Godwin, Budget Analyst (410) 386-2082

<http://ccgovernments.carr.org/ccg/infotech/>

Mission and Goals

Technology Services strives to provide up-to-date intellectual and technical resources to the departments, offices, and bureaus of Carroll County Government and partner agencies so the County can offer greater efficiency in the services it provides.

Goals include:

- Provide technology services to County agencies and partners to ensure appropriate cost-effective use of IT services.
- Provide technical expertise in implementation and support of computer applications to County agencies and partners to accomplish management improvements and business process efficiencies, and to serve the residents, businesses, and employees of Carroll County.
- Provide underlying technology infrastructure to assist County agencies in providing effective support to residents.
- Increase access to information and services through E-Government platforms.

Description

Technology Services provides information and technology services to Carroll County Government and governmental partners, educating and training personnel in the use of computer equipment and business applications including enterprise Geographic Information Systems. Staff also evaluates, selects, and initiates purchasing procedures for information processing hardware, software, and consulting services. Additionally, Technology Services acts as liaison and coordinator between vendors, consultants, and County agencies.

Program Highlights

Technology Services provides high-speed voice and data connections to all County government facilities.

Budget Changes

- The increase from FY 17 Original to Adjusted is due to a change in OPEB allocations partially offset by employee turnover.
- A 3.0% salary increase is included in FY 18.
- Benefits increase due to a change in OPEB allocations.
- Operating decreases due to the implementation of the Computer Aided Dispatch and Records Management Improvements project in the Community Investment Plan.
- One-time funding of \$50,000 is included to update the County's website.
- Capital increases due to additional hardware purchases.

Production and Distribution Services

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$118,916	\$121,910	\$121,940	\$125,560	2.99%	2.97%
Benefits	71,213	34,430	47,350	49,530	43.86%	4.60%
Operating	191,272	308,680	308,680	287,200	-6.96%	-6.96%
Capital	0	0	0	0	0.00%	0.00%
Total	\$381,402	\$465,020	\$477,970	\$462,290	-0.59%	-3.28%
Total Without Benefits	\$310,188	\$430,590	\$430,620	\$412,760	-4.14%	-4.15%
Employees FTE	3.00	3.00	3.00	3.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Mark Ripper, Director (410) 386-2056

Chizuko M. Godwin, Budget Analyst (410) 386-2082

Description

Production and Distribution Services (PDS) provides organizational support services including photocopying, white prints, binding, laminating, and mailing and shipping services to County agencies, as well as some affiliated groups.

PDS serves as an in-house print shop, generating both color and black and white copies. In addition, the staff will staple, hole punch, bind, cut, and laminate to order. The staff works to find the most cost-effective methods to handle mail and shipping.

Program Highlights

- Nearly 4 million copies are made each year.
- Approximately 120,000 pieces of mail are distributed on a monthly basis and delivered daily to 72 locations.
- More than 120,000 square feet of blueprints/whiteprints are copied annually.

Budget Changes

- The increase from FY 17 Original to Adjusted is due to a change in OPEB allocations.
- A 3.0% salary increase is included in FY 18.
- Benefits increase due to a change in OPEB allocations.
- Operating decreases due to a reduction in postage expenses partially offset by an increase in the new postage equipment lease.

General Government Other

General Government Other Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Administrative Hearings	\$90,125	\$85,040	\$86,690	\$93,270	9.68%	7.59%
Audio Video Production	190,177	160,410	163,244	165,040	2.89%	1.10%
Board of Elections	908,432	1,033,330	1,033,330	1,135,220	9.86%	9.86%
Board of License Commissioners	105,976	87,350	84,030	92,230	5.59%	9.76%
County Commissioners	946,176	972,220	1,016,740	1,095,020	12.63%	7.70%
Total General Government Other	\$2,240,886	\$2,338,350	\$2,384,034	\$2,580,780	10.37%	8.25%
Total Without Benefits	\$1,813,365	\$2,104,260	\$2,108,844	\$2,268,500	7.81%	7.57%

FY 17 Adjusted Budget reflects a change in OPEB allocations.

Highlights, Changes, and Useful Information

- General Government Other includes various County and State agencies. There is no inherent relationship between these budgets. They are combined for presentation purposes only.
- Since FY 11, five Commissioners are elected by district. These election districts can be viewed at: <http://ccgovernment.carr.org/ccg/topics/redist-map/comm-district-map.pdf>
- The Board of License Commissioners collects fees for applications of new or transferred liquor licenses and license violations. Below is a history of liquor license revenues:

FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16
\$209,363	\$207,614	\$210,610	\$214,426	\$208,787	\$216,212	\$201,549	\$198,754	\$210,501

Budget Changes

- County Commissioners increases from FY 17 Original to Adjusted due to a reorganization and employee turnover.
- Board of Administrative Hearings and Board of License Commissioners increase due to one-time costs for Laserfische scanning and document digitalization.
- Board of Elections increases due to an additional early voting site, supplies, and technology replacements.
- County Commissioners increases due to one-time funding for the promotion of Carroll County and Celebrating America.

Administrative Hearings

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$43,913	\$44,840	\$44,830	\$46,170	2.97%	2.99%
Benefits	33,276	14,810	16,470	17,220	16.27%	4.55%
Operating	12,936	25,390	25,390	29,880	17.68%	17.68%
Capital	0	0	0	0	0.00%	0.00%
Total	\$90,125	\$85,040	\$86,690	\$93,270	9.68%	7.59%
Total Without Benefits	\$56,849	\$70,230	\$70,220	\$76,050	8.29%	8.30%
Employees FTE	1.00	1.00	1.00	1.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Jo Vance, Administrative Hearings Coordinator
(410) 386-2094

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<http://ccgovernment.carr.org/ccg/oah/default.asp>

applications for conditional uses and variances for properties located within the Historic District. All board members are appointed by the County Commissioners and are not County employees.

Mission and Goals

To provide excellent and efficient service in a courteous and friendly manner and to help constituents through the required processes for zoning appeals, ethics questions, and historical preservation applications.

Budget Changes

- A 3.0% salary increase is included in FY 18.
- Operating increases due to one-time funding for document digitalization.

Description

The Board of Zoning Appeals is a five-member board appointed by the County Commissioners to serve a three-year term. Their purpose is to hear citizen appeals for zoning violation citations and for special exceptions and variances to zoning ordinance regulations and specifications. The Board consists of a chairman and four members who sit as administrative judges three to four days each month, depending upon the number of cases filed and scheduled.

The Carroll County Ethics Commission is a six-member board established by County law appointed by the Carroll County Commissioners. The role of the Ethics Commission is to receive and maintain financial disclosures and lobbying disclosures; process outside employment requests; process and make determinations as to complaints filed by persons alleging violations of the Ethics Ordinance; and to provide public information regarding the purpose and application of the Ethics Ordinance.

The Historic Preservation Commission (HPC) is a five-member board established by County law and appointed by the Carroll County Commissioners. The HPC hears applications for work permits within the Historic District prior to changes being made to any property within the Historic District that involves exterior changes which would affect the historic, archaeological, or architectural significance of the property. Additionally, the HPC is required to maintain and update the Maryland Inventory of Historic Properties for Carroll County; review petitions for designation as a historic site, structure, or district; and review

Audio Video Production

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$100,195	\$105,570	\$105,124	\$108,240	2.53%	2.96%
Benefits	67,290	30,640	33,920	35,480	15.80%	4.60%
Operating	1,341	2,200	2,200	2,450	11.36%	11.36%
Capital	21,351	22,000	22,000	18,870	-14.23%	-14.23%
Total	\$190,177	\$160,410	\$163,244	\$165,040	2.89%	1.10%
Total Without Benefits	\$122,887	\$129,770	\$129,324	\$129,560	-0.16%	0.18%
Employees FTE	2.63	2.63	2.63	2.63	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Chris Swam, Media Production Coordinator (410) 386-2801
Judy Flickinger, Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/avprod/default.asp>

- Environmental Advisory Council Meetings
- Weekly news programs, public service announcements, and various special features

Mission and Goals

The mission of Audio Video Production is to provide information to Carroll County citizens concerning the functions, activities, and programs of Carroll County Government. Audio Video Production strives to expand and enhance the following:

- Public participation in the governmental process by broadcasting meetings, hearings, and other governmental events; citizen awareness by creating and presenting programs; and communication between citizens and government officials
- Citizen access to County programs and services by providing information via cable television and Internet
- Emergency communications in the County

Goals include:

- Broadcast live and repeat tapings of governmental boards and commissions, including public hearings, work sessions, and other related governmental events
- Create and broadcast local origination and informational programming concerning governmental processes, modifications or expansion of government services, and coverage of other special events
- Deliver announcements of an emergency nature affecting public health or safety in a timely manner

Description

Audio Video Production creates content for Cable Channel 24 and web streaming, and provides media aid to all County departments. This includes coverage of special events, such as dedication ceremonies that mark the opening of new or renovated County facilities, the swearing in of a newly elected Board of County Commissioners, and any other applicable ceremony involving County officials. Additionally, the staff is responsible for the design, installation, and technical maintenance of County audio/video equipment. A few examples of regular programs and broadcasts include:

- Board of County Commissioners open and work sessions
- Planning and Zoning Commission meetings

Program Highlights

- In August 2015, Audio Video Production Department finished installation and design on the Audio Video Technology located at the Emergency Operations Center, avoiding the cost of installation by an outside vendor.
- Department began producing a weekly news program in high definition, highlighting the decisions and decision makers in Carroll County Government.
- Aided the Carroll County Times during the State of the County Address by creating a live web streaming link for the Times to add to their digital website.
- Provided the technology and plan for the Board of Education to broadcast their Public Hearings Live held at Winters Mill High School and Westminster High School by using the Public Schools fiber optic network.
- Carroll County Government's YouTube channel received 13,971 views.
- The Meeting Portal for Carroll County Government has received 29,335 visits to watch live or archived Board and Commission meetings.
- The County Government Access Comcast Channel 24 broadcast 558 programs in the past year, providing 952 hours of staff-created content programming.
- Social media subscribers: Facebook – 2,401 followers; Twitter – 3,055 followers; and GovDelivery Service – more than 122 subscribers over 200 releases.

Budget Changes

- A 3.0% salary increase is included in FY 18.
- Capital decreases due to one-time costs in FY 17 associated with cable trays.

Board of Elections

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$76,911	\$21,840	\$21,840	\$30,600	40.11%	40.11%
Benefits	2,470	1,670	1,670	2,340	40.12%	40.12%
Operating	828,206	1,009,520	1,009,520	1,101,980	9.16%	9.16%
Capital	844	300	300	300	0.00%	0.00%
Total	\$908,432	\$1,033,330	\$1,033,330	\$1,135,220	9.86%	9.86%
Total Without Benefits	\$905,961	\$1,031,660	\$1,031,660	\$1,132,880	9.81%	9.81%
Employees FTE	0.09	0.09	0.60	0.62	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Katherine Berry, Director (410) 386-2080

Stephanie R. Krome, Budget Analyst (410) 386-2082

<http://ccgovernments.carr.org/ccg/electionboard/Default.aspx>

Mission and Goals

The Board of Elections is a team of professional employees whose primary mission is to hold successful Primary and General Elections for the citizens of Carroll County by implementing Federal, State, and Local laws. The Board is working towards making early voting more accessible to all voters.

Goals include:

- Faithfully and efficiently administer Federal, State, and Local laws, policies, and court decisions
- Implement all election-related legislation of the Maryland General Assembly
- Maintain confidence by conducting honest and impartial elections with the highest level of integrity
- Implement Maryland's new voting system and ensure access to early voting centers

Description

The Board of Elections is responsible for all Federal, State and County elections. The Board consists of five regular members which are appointed by the Governor for a four-year term. The Board implements several programs, which include: voter registration, absentee ballots, election judge hiring and training, petition management, election and results management, candidacy and campaign finance, precinct boundary and street file management, voting system and electronic pollbook maintenance, and storing and packing election judge supplies. All of these programs are critical to ensuring a successful election. As of October 18, 2016, there were 121,051 active voters in Carroll County.

Program Highlights

Following is a history of voter activity:

	CY 13	CY 14	CY 15	CY 16
Registrations	6,287	5,839	6,866	10,049
Address Changes	9,004	7,678	6,491	10,030
Name Changes	2,246	2,532	2,138	2,846
Deletions	5,548	6,091	4,635	7,726
Affiliation Changes	2,630	3,494	2,086	5,063
Total	25,715	25,634	22,216	35,714

The State of Maryland is implementing a new optical scan voting system. Carroll County will pay a share of the implementation costs, which are expected to be approximately \$125,000 in FY 18, including \$65,000 in equipment lease costs which are budgeted in a separate capital project.

Budget Changes

- Personnel increases due to additional hours for a contractual position.
- Operating increases due to additional transport equipment, technology purchases, and a second early voting site, along with an increase in State billing.

Board of License Commissioners

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$64,982	\$63,850	\$59,230	\$60,680	-4.96%	2.45%
Benefits	33,947	16,170	17,470	19,490	20.53%	11.56%
Operating	7,048	7,330	7,330	12,060	64.53%	64.53%
Capital	0	0	0	0	0.00%	0.00%
Total	\$105,976	\$87,350	\$84,030	\$92,230	5.59%	9.76%
Total Without Benefits	\$72,030	\$71,180	\$66,560	\$72,740	2.19%	9.28%
Employees FTE	1.55	1.38	1.38	1.38	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Jo Vance, Administrative Hearings Coordinator
(410) 386-2094

Judy Flickinger, Budget Analyst (410) 386-2082
<http://ccgovernments.carr.org/ccg/license/>

Mission and Goals

To assure compliance with the regulations of Article 2B, the Laws and Regulations of the State of Maryland for the sale of alcoholic beverages and tobacco tax.

Description

The Board of License Commissioners is a three-member board mandated by State law. They are appointed by the Carroll County Commissioners to accept, hear, and approve applications for County liquor licenses. The Board is responsible for the annual renewal of all existing liquor licenses, issuance of special and temporary liquor licenses, and the enforcement of the State alcoholic beverage laws. The Board consists of a Chairman and two members who sit as administrative judges, meeting one day each month to hear requests for applications and cases on violations that have been filed. The three Board members are appointed by the County Commissioners, and are not County employees.

Program Highlights

Fees are collected for applications for new or transferred liquor licenses and license violations. The Board of License Commissioners collects these fees. Below is a history of liquor license revenues:

FY 12	FY 13	FY 14	FY 15	FY 16
\$208,787	\$216,212	\$201,549	\$198,754	\$210,501

Budget Changes

- The decrease from FY 17 Original to Adjusted is due to employee turnover.
- A 3.0% salary increase is included in FY 18.
- Operating increases due to one-time funding for document digitalization and purchase of the Liquor License manual.

County Commissioners

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$594,742	\$731,010	\$740,670	\$741,360	1.42%	0.09%
Benefits	290,538	170,800	205,660	237,750	39.20%	15.60%
Operating	60,495	69,910	69,910	115,410	65.08%	65.08%
Capital	402	500	500	500	0.00%	0.00%
Total	\$946,176	\$972,220	\$1,016,740	\$1,095,020	12.63%	7.70%
Total Without Benefits	\$655,638	\$801,420	\$811,080	\$857,270	6.97%	5.69%
Employees FTE	14.88	14.88	14.88	14.13	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Roberta Windham, County Administrator (410) 386-2043

Stephanie R. Krome, Budget Analyst (410) 386-2082

<http://ccgovernment.carr.org/ccg/commiss/>

Mission and Goals

The mission of the Board of County Commissioners is to ensure Carroll County government provides effective and efficient service to its citizens in a courteous and friendly manner. We conduct business openly and encourage all residents to play an active role in creating and keeping Carroll County a great place to live, a great place to work, and a great place to play.

Ten Governing Principles

The Board of Commissioners established principles that will guide their administration. Refer to the link below to get a full explanation of the principles.

<http://ccgovernment.carr.org/ccg/releases/Gov%20Principles.pdf>

1. Smaller, Constitutional Government
2. Mandates
3. Term Limits
4. Taxes
5. Economic Development
6. Affirmation of Our Values
7. Protection of Individual Property Rights
8. Capital Expenditures
9. Straight Talk and Citizen Participation
10. Servant Leadership

Description

Pursuant to the Maryland Constitution, State law and the County Code, the Board of County Commissioners serves as the executive and legislative branches of Carroll County government. The Commissioners' duties include setting and enacting administrative, legislative, and executive policies, approving the operating and capital expenditure budgets, assuring that spending is limited to set budgets, establishing the tax levy and setting further direction of the County Master Plan. The Master Plan should be a blueprint for future decisions that balance the need for economic growth and diversity with programs and strategies that maintain and enhance the quality of

life for citizens in the County and within each of the eight incorporated municipalities.

Program Highlights

Beginning in FY 11, there are five Commissioners elected by district. These election districts can be viewed at:

<http://ccgovernment.carr.org/ccg/topics/redist-map/comm-district-map.pdf>

Budget Changes

- The increase from FY 17 Original to Adjusted is due to personnel changes.
- A 3.0% salary increase is included in FY 18.
- Benefits increase due to OPEB allocations.
- Operating increases due to additional funding for the BWI Business Partnership and Ft. Meade Alliance, one-time funding for Celebrating America at the North Carroll High building, and one-time funding for the promotion of Carroll County.

*Conservation and Natural
Resources Appropriations*

Conservation and Natural Resources Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Extension Office of Carroll County	\$468,786	\$474,430	\$482,760	\$485,970	2.43%	0.66%
Gypsy Moth	10,350	30,000	30,000	30,000	0.00%	0.00%
Soil Conservation District	486,683	418,820	427,130	451,750	7.86%	5.76%
Weed Control	51,655	41,000	41,000	63,790	55.59%	55.59%
Total Conservation and Natural Resources	\$1,017,475	\$964,250	\$980,890	\$1,031,510	6.98%	5.16%
Total Without Benefits	\$843,224	\$877,160	\$885,510	\$922,360	5.15%	4.16%

FY 17 Adjusted Budget reflects a change in OPEB allocations.

Mission and Goals

Conservation and Natural Resources is a group of various State agencies in a funding partnership with Carroll County. There is no inherent relationship between these budgets. They are combined for presentation purposes only.

Goals include:

- Support Carroll County's agriculture industry
- Protect and take actions to preserve the County and State's valuable natural resources
- Promote public awareness and education to maintain and improve residents' wellbeing and the quality and quantity of natural resources
- Control and eliminate threats to our natural resources

Highlights, Changes, and Useful Information

- In FY 16, farmers in Carroll County completed 131 soil conservation capital projects, with assistance of \$1,699,048 from the Maryland Agricultural Water Quality Cost-Share Programs (MACS).
- In FY 16, Carroll farmers entered into 141 contracts to cover 32,094 acres through the Winter Cover Crop Program.
- Weed Control charges for services but does not bill the County for spraying County right-of-way along roads.

Extension Office of Carroll County

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	468,786	474,430	482,760	485,970	2.43%	0.66%
Capital	0	0	0	0	0.00%	0.00%
Total	\$468,786	\$474,430	\$482,760	\$485,970	2.43%	0.66%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Mickey Love, Area Extension Director (410) 386-2760
 Cheryl Hill, Business Services Specialist (410) 386-2760
 Sheree Lima, Management and Budget Project Coordinator
 (410) 386-2082
<http://extension.umd.edu/carroll-county>

Mission and Goals

Enhance the quality of life for people and communities by disseminating unbiased research-based educational information.

Description

University of Maryland Extension (UME) is a statewide, non-formal education system within the college of Agriculture and Natural Resources and the University of Maryland Eastern Shore. UME educational programs and problem-solving assistance are available to citizens and are based on the research and experience of land grant universities such as the University of Maryland, College Park. The County funds approximately 45% of the cost of operations.

There are eight educators and one Nutrient Management Advisor based in the Carroll County Office that provide educational programming and materials, services and consultations for the community. There is also a Business Services Specialist, two Administrative Assistants, and an Information Technology Assistant who provides the administrative support for the office. An Area Extension Director provides administrative oversight and direction for the Carroll, Frederick, and Howard County offices, and approximately 35% of the Director's time is based in Carroll County.

UME provides solutions in the community by providing timely, research-based information through educational programs and materials in the following areas:

Agricultural and Natural Resources	Family and Consumer Sciences
4-H Youth Program	Nutrient Management
Nutrition Education Program	
Home Horticulture and Master Gardener Program	

Program Highlights

In FY 16:

- The 4-H Youth Development Educators supported 36 community-based 4-H Clubs with 842 youth enrolled and tied with Montgomery County for the largest 4-H community club program in Maryland.
- The Agriculture Agent provided 1,241 contacts. The agent works with small and large agriculture operators to provide unbiased, research-based information in the area of production, enterprise management, cost containment, and new and innovative crop/animal development.
- Family and Consumer Sciences, Healthy Living Environments Educator continues to develop, deliver, and evaluate programming for Carroll County through 1,600 contacts.
- The Nutrition Educator provided 18,047 educational contacts in the community to assist individuals and families with making healthy food and lifestyle choices.
- The Home Horticulture Educator provided 11,300 educational contacts on home and garden topics; over 7,400 contacts were provided by Master Gardener volunteers.
- The Nutrient Management Advisor had 350 contacts with producers to discuss new Maryland Department of Agriculture regulations and prepared nutrient management plans for 16,460 acres of Carroll County agricultural land.

Gypsy Moth

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	10,350	30,000	30,000	30,000	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$10,350	\$30,000	\$30,000	\$30,000	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Bob Tatman, Program Manager
Maryland Department of Agriculture (301) 662-2074
Sheree Lima, Management and Budget Project Coordinator
(410) 386-2082
http://mda.maryland.gov/plants-pests/Pages/gypsy_moth_program.aspx

Program Highlights

In FY 17:

- Conducted more than 350 gypsy moth egg mass surveys on private, State, and County lands.
- Placed and monitored traps to check for the presence of Sirex wood wasp and walnut twig beetle.

Mission and Goals

To serve the citizens of Maryland by protecting forest resources from insects and diseases, both native and invasive, through environmentally and economically sound pest management.

Goals include:

- Protect high-value forest and landscape trees in urban and rural areas from losses due to insects and disease
- Provide pest identification and pest-management advice to County and private forest owners and managers, in a timely manner, in order to prevent the loss of affected forest and landscape tree resources and to avoid unnecessary costs associated with their protection
- Successfully complete gypsy moth pest-management activities where economically and environmentally feasible

Description

The Forest Pest Management Section (FPM), part of the Maryland Department of Agriculture, conducts several activities to monitor, assess, and control tree disease or insect infestations that affect the health of Maryland forests. FPM provides advice on forest insects and diseases and manages Gypsy Moth and Hemlock Woolly Adelgid infestations in forest habitats.

The Gypsy Moth program has proactively conducted a cooperative suppression program since 1982. FPM employs three Entomologists and six Inspectors, plus a Program Manager and Administrative Officer II. There are three field offices throughout the State.

Surveys typically take place each fall followed by spraying in the spring. Spraying historically generates and drives the bulk of expenses in this budget.

Soil Conservation District

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$249,406	\$269,330	\$269,350	\$279,850	3.91%	3.90%
Benefits	174,251	87,090	95,380	109,150	25.33%	14.44%
Operating	63,026	62,400	62,400	62,750	0.56%	0.56%
Capital	0	0	0	0	0.00%	0.00%
Total	\$486,683	\$418,820	\$427,130	\$451,750	7.86%	5.76%
Total Without Benefits	\$312,432	\$331,730	\$331,750	\$342,600	3.28%	3.27%
Employees FTE	6.00	5.63	5.63	5.63	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. FY 17 Adjusted Benefits reflects a change in OPEB allocations. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

**Charles E. Null, Jr., Carroll Soil Conservation District
Manager (410) 848-8200 Extension 3
Sheree Lima, Management and Budget Project Coordinator
(410) 386-2082
<http://www.carrollsoil.com/>**

Accordingly, the district has the duty of assisting in the prevention and control of soil erosion, sediment control, and the proper use of land.

Mission and Goals

The mission of the Carroll County Soil Conservation District (CCSCD) is to promote natural resource conservation to all citizens through leadership, education, funding, and technical assistance.

Goals include:

Continued implementation and fulfillment of the following agreements, laws, ordinances, and regulations:

- The Soil Conservation District Law
- The 1984 Reservoir Watershed Management Agreement
- The Memorandums of Understanding with Carroll County Government and the Maryland Department of Agriculture
- Various State and Federal Cost Share Programs
- Maryland Agricultural Land Preservation and Rural Legacy Programs
- Maryland Pond Law
- Maryland Soil Erosion Control Regulations
- Grading and Sediment Control Ordinances of Carroll

Program Highlights

In FY 16:

- Farmers in Carroll County completed 131 soil conservation capital projects, with assistance of \$1,699,048 from the Maryland Agricultural Water Quality Cost-Share Programs (MACS).
- Carroll farmers entered into 141 contracts to cover 32,094 acres through the Winter Cover Crop Program.

Budget Changes

Personnel increases due to a 3.0% salary increase and an increase in hours for the Soil Conservation Technician.

Description

The CCSCD is located at the Carroll County Commerce Center, 698 J Corporate Center Court, Westminster, MD. It is a political subdivision of the State that is governed by a Board of Supervisors, and was originally created by referendum in 1944. The CCSCD is one of 24 members of the Maryland Association of Soil Conservation Districts (MASCD), which serves as the voice for the soil and water conservation districts and State legislative issues.

The district represents local concerns, problems, policies, and procedures in the conservation of soil, water, and related natural resources.

Weed Control

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	51,655	41,000	41,000	63,790	55.59%	55.59%
Capital	0	0	0	0	0.00%	0.00%
Total	\$51,655	\$41,000	\$41,000	\$63,790	55.59%	55.59%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Peter Rupp, Maryland Weed Control Specialist
(301) 600-1586
Sheree Lima, Management and Budget Project Coordinator
(410) 386-2082

Mission and Goals

The mission of the Carroll County Weed Control Program is to assist farmers and other landowners in the reduction and control of noxious weeds on their properties.

Goals include:

- Educate the public about noxious weeds, the environmental importance of the control, and the economic impact they can have on agriculture
- Respond to public inquiries and complaints regarding noxious weed infestations
- Advise and assist landowners in the development of a control and eradication program to enable them to comply with the Maryland Noxious Weed Law
- Provide spray services to landowners for noxious weed control
- Assist the County Roads Department with the control and eradication of noxious weeds on County right-of-ways and County property
- Assist land owners with the control and eradication of noxious weeds in cooperation with the Natural Resources Conservation Service

Description

The Carroll County Weed Control Program is operated in cooperation with Maryland Department of Agriculture (MDA). A Carroll County Weed Advisory Committee is appointed by the County Commissioners to represent the County in the development of guidelines and procedures within the framework of the State law.

A Weed Control Coordinator is also employed on a permanent part-time basis under the direction and supervision of the Maryland Department of Agriculture to identify and survey noxious weed infestations.

During a typical growing season, several hundred individuals are contacted by the Coordinator concerning the methods and techniques available for controlling and eradicating noxious weed infestations. A spray service is available on a fee basis as an additional option for controlling and eradicating noxious weeds, and revenues generated from this service help offset the cost of funding the Carroll County Weed Control Program.

Program Highlights

- During the 2016 growing season, the noxious weed spray program generated \$2,121 in revenues from private properties and \$77,718 in revenues from State and County agencies.
- In 2016 spraying to reduce noxious weed infestations on County roads and County properties was valued at approximately \$13,987.
- Over 500 on-site inspections were made to identify weed infestations and to determine appropriate control methods and techniques, resulting in the mowing of approximately 650 acres to control noxious weeds.

Budget Changes

Operating increases due to increased spraying of noxious weeds. This is offset by revenue.

*Debt, Transfers, and Reserves
Appropriations*

Debt, Transfers and Reserves Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Debt Service	\$27,198,116	\$27,395,710	\$27,395,710	\$26,482,190	-3.33%	-3.33%
Debt Service - Ag. Pres.	1,733,879	1,772,200	1,772,200	1,847,110	4.23%	4.23%
Intergovernmental Transfers	3,079,160	3,139,450	3,139,450	3,180,180	1.30%	1.30%
Interfund Transfers	9,933,292	7,681,970	7,683,920	12,185,390	58.62%	58.58%
Reserve for Contingencies	0	4,219,850	4,219,850	4,987,690	18.20%	18.20%
Total Debt, Transfer and Reserves	\$41,944,447	\$44,209,180	\$44,211,130	\$48,682,560	10.12%	10.11%

Highlights, Changes, and Useful Information

The budgets in Debt, Transfers, and Reserves are a functional grouping for presentation purposes.

Budget Changes

- Agricultural Land Preservation Debt Service increases due to a greater number of Installment Purchase Agreement easement transactions planned in FY 18.
- Intergovernmental Transfers increases due to increased payments to Towns based on the Town Program formula.
- Interfund Transfers increases due to an increase in transfer to capital, a transfer to the Fiber Network Enterprise Fund, and a transfer to Public Safety Grants.

Debt Service

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	27,198,116	27,395,710	27,395,710	26,482,190	-3.33%	-3.33%
Capital	0	0	0	0	0.00%	0.00%
Total	27,198,116	27,395,710	27,395,710	26,482,190	-3.33%	-3.33%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Ted Zaleski, Director of Management and Budget
(410) 386-2082

Description

The funding in this budget is for the principal and interest the County pays on long-term debt. The County uses an analysis of the debt affordability to determine an appropriate level of debt to prevent revenue from being burdened by an unmanageable debt service payment as well as to protect the County's bond rating.

The County is reviewed annually by the three rating agencies and in FY 16 received the following ratings:

Fitch AAA
Standard & Poor's AAA
Moody's Aa1

The Standard & Poor rating was increased from AA+ to AAA in FY 14.

Due to its strong credit rating, the County was able to issue \$20,750,000 in new bonds in FY 17. The issue consists of \$14,000,000 in new debt and \$6,750,000 in refunded debt. The issue has a 20-year repayment schedule at 2.53%. In FY 18, it is anticipated that \$23 million in new bonds will be issued.

The primary uses of bonding are road construction, stormwater management, and school projects.

Ag Land Preservation Debt Service

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	1,733,879	1,772,200	1,772,200	1,847,110	4.23%	4.23%
Capital	0	0	0	0	0.00%	0.00%
Total	1,733,879	1,772,200	1,772,200	1,847,110	4.23%	4.23%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

**Thomas Devilbiss, Director of Land and Resource
Management (410) 386-2506**

**Sheree Lima, Management and Budget Project Coordinator
(410) 386-2082**

Description

The funding in this budget is for debt service the County pays on Installment Purchase Agreements (IPA) for the Agricultural Land Preservation Program. The budget is determined by a combination of known debt service and estimated IPA's for the upcoming fiscal year. Typically, a land owner is offered 40% of Fair Market Value for the agricultural easement and the County pays 5.0% annual interest for 20 years on the easement value.

Budget Changes

Agricultural Land Preservation Debt Service increases due to a greater number of Installment Purchase Agreement easement transactions planned in FY 18.

Intergovernmental Transfers

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	3,079,160	3,139,450	3,139,450	3,180,180	1.30%	1.30%
Capital	0	0	0	0	0.00%	0.00%
Total	3,079,160	3,139,450	3,139,450	3,180,180	1.30%	1.30%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Ted Zaleski, Director of Management and Budget
(410) 386-2082

Budget Changes

The Town Program formula is driven by inflation and population. The budget increases due to a 1.1% inflation rate and increase in town population.

Description

The County provides a number of revenues to Carroll County municipalities. The Bank Shares Tax, Road Grant, and State Aid for Fire Protection are all pass-through revenues from the State. The County provides liquor and building permit services and sends the collections to municipalities. The County also shares County revenue with the municipalities through the Town Program funding. Brief descriptions of these revenues follow:

- **Bank Shares Tax**
This revenue replaced the municipal share of a discontinued State tax.
- **Local Permits**
As a service to the towns, the County collects fees for permits issued inside town boundaries.
- **Local Liquor License**
As a service to the towns, the County collects liquor license fees inside town boundaries.
- **Road Grant**
The State allocates funds to the County to replace Federal road funding. The municipalities receive 20% of the total allocation and individual town distributions are based on road mileage within their jurisdiction.
- **State Aid for Fire Protection**
State funds received by the County are passed on to the Volunteer Emergency Services Association. The County receives quarterly payments and distributes these funds at the end of the fiscal year.
- **Town Program**
The County shares a portion of its revenue with the municipalities. The amount is adjusted based on changes in municipal assessable bases and populations. Assessable base and population determine individual town distributions.

Interfund Transfers

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	9,933,292	7,681,970	7,683,920	12,185,390	58.62%	58.58%
Capital	0	0	0	0	0.00%	0.00%
Total	9,933,292	7,681,970	7,683,920	12,185,390	58.62%	58.58%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Ted Zaleski, Director of Management and Budget
(410) 386-2082

Description

This budget includes transfers from the General Fund to the Capital, Grant, and Enterprise Funds.

Transfer to Capital moves operating funds to the Community Investment Plan for Paygo funding.

The expenditures from the General Fund to the Grant Fund can be voluntary contributions by the Commissioners to support State and Federal grant programs or the contribution may be a requirement of the State or Federal program.

The transfer to the Fiber Network Enterprise Fund is to fund the expansion of the existing Carroll County Fiber Network (CCFN) for business and economic development.

The transfer to the Solid Waste Enterprise Fund is to support operations.

The transfer to the Utilities Enterprise Fund is to fund the Board of Education facilities.

Included in the Interfund Transfer:

Aging Grants	\$96,750
Carroll Community College – Adult Basic Ed.	284,040
Circuit Court Grants	86,900
Fiber Network Enterprise Fund – Capital	1,000,000
Health Department Grant	4,000
Housing Grants	30,380
Local Management Board Grants	43,850
Public Works – Transit Grants	1,383,450
Public Safety Grants	409,080
Recreation Grants	8,100
Sheriff Services Grants	68,800
Solid Waste Enterprise Fund – Operating	2,415,000
State’s Attorney’s Office Grant	55,800
Transfer to Capital	6,087,130
Utilities Enterprise Fund – Operating	212,110

Budget Changes

Operating increases due to:

- An increase in transfer to capital of \$3.1M.
- A transfer to the Fiber Network Enterprise Fund of \$1.0M.
- A transfer to Public Safety Grants for \$0.4M.

Reserve for Contingencies

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	0	4,219,850	4,219,850	4,987,690	18.20%	18.20%
Capital	0	0	0	0	0.00%	0.00%
Total	0	4,219,850	4,219,850	4,987,690	18.20%	18.20%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Notes: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Ted Zaleski, Director of Management and Budget
(410) 386-2082

Description

The Reserve for Contingencies provides funds for emergency and unforeseeable expenses. It is difficult to determine how much will actually be needed in a given year. Examples of expenses that could be covered by the reserve are:

- Snow removal costs in excess of the Storm Emergencies budget
- Newly mandated Federal or State programs
- Unforeseen disruptions to critical County facilities and systems.

Funds are moved from the Reserve to the appropriate budget with the approval of the Board of County Commissioners in response to a specific problem or opportunity.

Budget Changes

The Reserve for Contingencies is generally set at 1% of General Fund revenues.

Capital Fund

A Quick Guide to the FY 18 – 23 Community Investment Plan Department of Management and Budget

Introduction

The combined Operating and Capital Budget books are more than six hundred pages long and contain a great deal of information. This Quick Guide is intended to serve as a summary of important information and changes, as well as a tool for understanding and locating information in the budget books.

Recommended, Proposed and Adopted Budgets are available online at <http://ccgovernment.carr.org/ccg/budget>.

Revenues (27-31)

- Total Capital Fund revenues are budgeted at \$73.1M in FY 18, an increase of \$16.2M from the FY 17 Capital Fund budget of \$56.9M.
- A portion of Real Property Tax revenue is appropriated directly to the Agricultural Land Preservation Program.
- Traditionally, 9.09% of Local Income Tax has been dedicated for school construction and debt service. However, the Commissioners reduced this dedicated percentage to 7.09% for FY 16 and FY 17, using the difference to fund the public schools' operating budget. The percentage grows to 7.59% in FY 18 and 8.09% in FY 19, with a return to previous levels in FY 20.
- In FY 18, the largest sources of revenue are \$28.8M in Bonds and \$12.9M in Local Income Tax. The bonds are used for funding infrastructure projects. The Local Income Tax is used to pay debt service on recently completed school projects.
- Impact Fee collections are used to fund school and park construction projects. The School Impact Fee has been set at \$0 until FY 19 due to the County having met capacity needs.
- The entire \$1.7M State allocation of Highway User Revenue for FY 18 is directly appropriated to the Capital Fund for road maintenance.

Public Schools (49-76)

- Career and Technology Center (59) – This project provides \$59.9M of funding to address the Career and Technology Center.
- High School Science Room Renovations (60) – This project provides \$3.6M in planned funding for the renovations of science classrooms at Westminster, South Carroll, and Liberty High Schools in FY 18 – 20.
- Four roof replacements are in FY 18 and include Carrolltowne Elementary, Elmer Wolfe Elementary, Robert Moton Elementary, and Runnymede Elementary. Also included in the FY 18 – 23 CIP is \$21.3M for roof projects to be identified.

- HVAC replacements are included for Sandymount Elementary (63) and East Middle (62). Also included in the FY 18 – 23 CIP is \$33.8M for HVAC projects to be identified.
- Relocatable Classroom Removal (66) – This project provides \$0.6M in funding throughout the six years for removing relocatable classrooms from various school sites where they are no longer needed.

Conservation and Open Space (77-84)

- Agricultural Land Preservation (81) – Total funding for Agricultural Land Preservation for FY 18 – 23 is \$39.2M and includes funding for easements and debt service to landowners participating in Installment Purchase Agreements (IPAs). Generally, 2.25% of Property Tax is dedicated to this project and to debt service on IPAs.
- Stormwater Facility Renovation (83) – \$2.0M is planned in FY 18 – 23 for a long-term plan to keep existing County-owned stormwater management facilities in compliance with the National Pollution Discharge Elimination Permit and to extend the useful life of the facilities. The plan is to evaluate and repair 5 to 10 facilities per year over a 30-year period. The funding will be used for erosion repairs, replacement of filter material, and replacement of metal pipes with concrete pipes.
- Watershed Assessment & Improvements National Pollutant Discharge Elimination System (NPDES) (84) – \$23.1M is planned in the FY 18 – 23 CIP to implement watershed improvement projects to work toward mitigating an additional 20% of impervious surface areas within the County. In FY 15, the municipalities and the County agreed to a combined NPDES permit with the County paying 80% of the cost to mitigate municipal impervious surfaces.

Public Works (85-115)

- Design Manual Update (92) – Funding of \$0.3M is included in FY 18 for consultant services to review and update the Design Manual for Roads and Storm Drains.
- Market Street Extended (94) – Additional funding of \$0.7M is included in FY 19 to extend Market Street between MD 140 and Old Westminster Pike.
- Approximately \$84.6M is included in the FY 18 – 23 CIP to maintain roads throughout the County through Pavement Management (95) and Pavement Preservation (96).
- Ramp and Sidewalk Upgrades (97) – Funding of \$0.5M is planned in FY 18 – 23 for improvements to upgrade or replace non-compliant sidewalk ramps.
- Storm Drain Rehabilitation (99) – Funding of \$0.6M is included in FY 18 to perform video inspections of existing storm drain pipes and replace or repair existing storm drains.
- Transportation/State Projects (100) – Funding of \$1.6M is included in FY 18 – 22 to provide funding for State projects. Contributing to State projects may expedite projects in Carroll County.

- Hawks Hill Road over Little Pipe Creek Tributary (111) – Funding of \$0.3M is planned in FY 22 for design. Additional funding will be included outside the plan for replacement of the bridge structure.
- Funding of \$5.8M is included for the replacement or rehabilitation of eight bridges in the FY 18 – 23 CIP.

Culture and Recreation (117-139)

- Bark Hill Park Improvements (121) – Funding of \$0.3M is planned in FY 18 for a playground, pavilion, parking lot and ADA walkway at Bark Hill Park.
- Deer Park Phase II (125) – Funding of \$1.1M is included in FY18 for a planned access road, parking lot, two multipurpose fields and a walking trail on the 18 acre parcel adjacent to Deer Park. This project provides supplemental funding of \$0.3M in FY 19 for park equipment.
- Double Pipe Creek Boat Ramp (126) – Funding of \$0.2M is planned in FY 19 and FY 20 to create an accessible entrance into the Double Pipe Creek waterway.
- Gillis Falls Trail I (127) – Funding of \$0.5M is planned in FY 23 to establish a crushed stone pedestrian trail connecting Salt Box Park to the Equestrian Center.
- Krimgold Park Phase II (128) – Funding of \$0.3M is planned in FY 22 for construction of a parking lot and trail at Krimgold Park.
- North Carroll High Turf Field (129) – This project provides funding for half of the \$1.0M for design and renovation of a county use stadium, on the site formerly known as North Carroll High. This project is planned with community donations of \$0.5M.
- Sports Complex Lighting (133) – This project includes funding of \$0.3M in FY 20 for new lights on soccer field #1; \$0.4M in FY 21 for replacement lights on softball/baseball fields #1, #2 and #3; and \$0.5M in FY 22 for new lights on softball/baseball fields #4 and #5.
- Trail Development (137) – This project provides ongoing funding for development of new trails not yet identified as specific projects.
- Union Mills Building Renovations (138) – This project provides additional funding of \$0.2M in FY 18 for repairs to the Bark Shed, Tannery, waterwheel shaft replacement, and electric line burial at Union Mills Homestead.
- Westminster Veterans Memorial Park Phase I (139) – This project provides supplemental funding of \$0.3M in FY 19 for park equipment.

General Government (141-164)

- Carroll Community College Systemic Renovations (145) – This project provides funding of \$5.3M in FY 19 for upgrades to the fire alarm system, restoration of the building exterior, and HVAC and roof replacements.
- Carroll Community College Technology (146) – Funding of \$1.8M is included in FY 18 – 22 for replacement of laboratory computers and classroom technology.
- Charles Carroll Gymnasium and Community Space (147) – This project provides of \$3.5M to demolish the former Charles Carroll Elementary and construct a gymnasium and community space at the site.

- Computer-Aided Dispatch and Records Management Improvements (148) – Funding of \$0.9M is included in FY 18 to provide improved computer-aided dispatch, records management, and field reporting systems for Public Safety 911, Sheriff's Office, Detention Center, and Carroll County Volunteer Emergency Services Association.
- County Technology (151) – Funding of \$7.2M is included in FY 18 – 23 for replacement of County government information and communication systems.
- County Building Access Systems Replacements/Additions (149) – The project provides funding of \$0.8M in FY 18 - 20 to replace and/or install building access systems at multiple County facilities.
- Courthouse Facility Improvements for MDEC (152) – This project provides funding of \$0.3M for the State mandated Maryland Electronic Courts system (MDEC). The State will fund all equipment, such as monitors, scanners, printers and cabling, for the MDEC system and the County will fund electrical outlets and changes to the courtrooms to accommodate the equipment.
- Emergency Communications Equipment (153) – This project provides ongoing funding of \$0.8M beginning in FY 20 for replacement of mobile and portable radios used by Public Safety and other governmental agencies.
- Emergency Services Pagers (154) – Funding of \$0.3M is included in FY 18 to replace audio pagers used by volunteer fire, rescue and emergency medical services responders.
- Farm Museum Building Restorations (155) – Funding of \$1.5M is included in FY 18 to restore Farm Museum buildings.
- North Carroll High Renovation (159) – Funding of \$6.2M is included to renovate the building to house the Board of Education headquarters and a satellite office for the Sheriff.
- Piney Run Dam Temperature Remediation (161) – Funding of \$0.3M is included in FY 18 to remediate the water temperature at the reservoir outfall.
- Public Safety Training Center Improvements (162) – This project provides funding of \$7.1M for additional phases to the Training Center in FY 18 – 22. Included are parking lots, a multi-story burn building, training props, and an outdoor classroom.
- Westminster Library Basement Improvements (163) – Funding of \$3.7M is included in FY 18 – FY 20 to renovate the Westminster Library basement into a makerspace.
- Winchester Building Renovations (164) – This project provides planned funding of \$6.0M in FY 19 to renovate the Winchester Building to provide space for the State's Attorney's Office and a consolidated headquarters for the Sheriff's Office.

Airport Enterprise Fund (175-178)

- Airport Runway Extension (178) – Additional funding of \$38.0M is included in FY 18 to extend the current 5,100 foot runway to 5,400 feet as well as widen and extend the taxiways.

Fiber Network Enterprise Fund (181-185)

- CCFN Expansion (184) – Funding of \$1.0M is included in FY 18 for the expansion of existing Carroll County Fiber Network (CCFN) to increase accessibility for business uses

Septage Enterprise Fund (187-190)

- Westminster Septage Facility Improvements (190) – Additional funding of \$1.0M is included in FY 18 for improvements to the Westminster Septage Facility. The improvements will coincide with the City of Westminster's Wastewater Treatment Plant Enhanced Nutrient Removal and Bio-Solids Upgrade.

Solid Waste Enterprise Fund (191-194)

- Alternate Waste Drop-off Area (194) – Funding of \$0.6M is included in FY 21 for an additional drop-off area. The new area will accommodate larger loads brought in by pickup trucks and trailers.

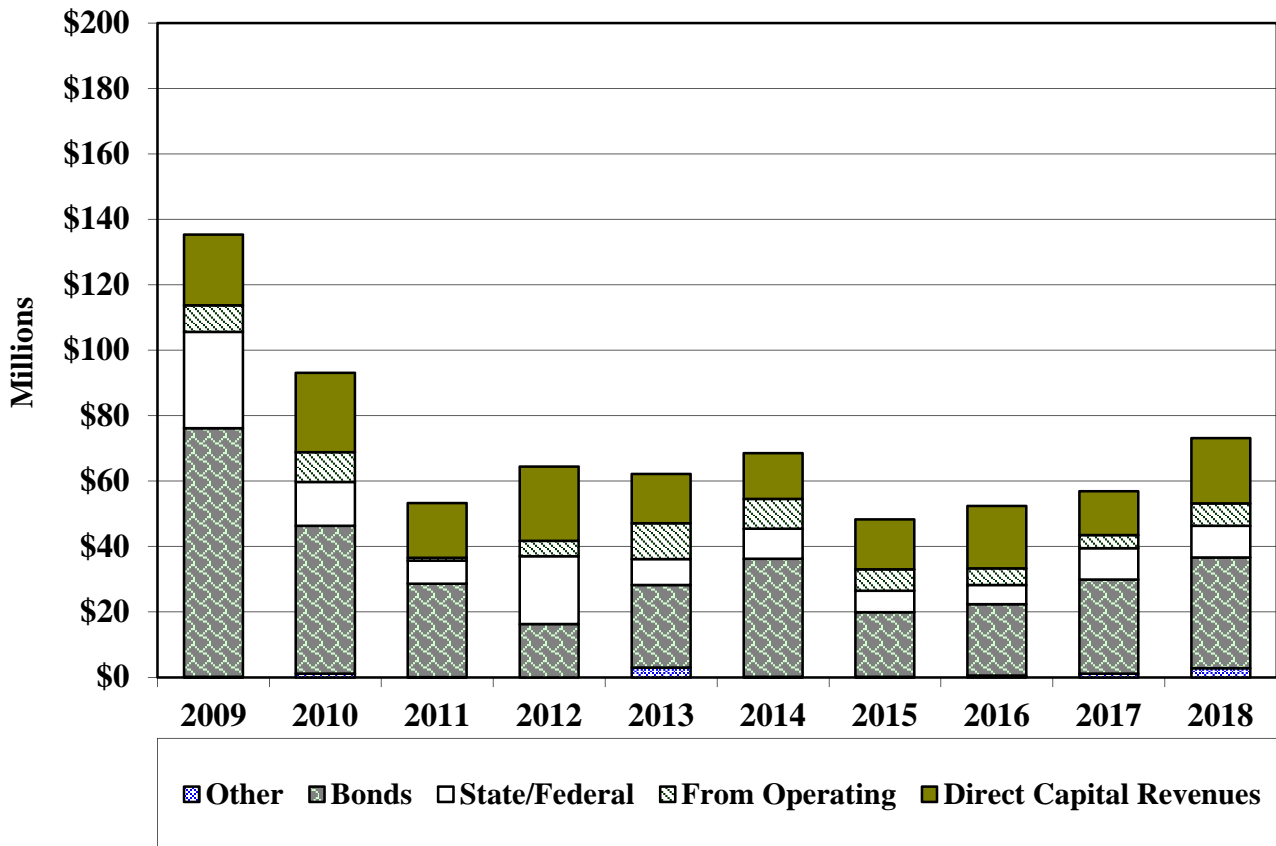
Utilities Enterprise Fund (195-225)

- Freedom District Relief Sewer No. 10 (Sykesville Interceptor) (198) – This project provides additional funding of \$2.1M, in FY 18, for the installation of a new sanitary sewer main and pumping station.
- Freedom Wells and Connections (201) – Funding of \$2.5M is included in FY 18 – 23 to add several wells to provide additional water to the Freedom service area. Wells will be connected in phases to reduce dependency on Liberty Reservoir and allow for redundancy.
- Patapsco Valley Pump Station Upgrade (207) – This project provides funding of \$0.1M in FY 23 for the rehabilitation and expansion of the Patapsco Valley Pump Station.
- South Carroll High WWTP Rehabilitation (212) – This project provides funding of \$0.4M in FY 22 – 23 for rehabilitation of the South Carroll High Wastewater Treatment Facility.
- Waters Edge Pump Station Rehabilitation (224) – This project provides funding of \$0.3M in FY 23 for the rehabilitation of the Waters Edge Pump Station.

FY 16 - FY 18 Capital Fund Revenues

Revenue Source	Fiscal Year			\$ Change FY 17 to FY 18
	2016 Budget	2017 Budget	2018 Budget	
Local				
Transfer from General Fund	\$3,136,950	\$2,977,556	\$6,087,130	\$3,109,574
Local Income Tax	12,568,090	12,413,410	12,885,898	472,488
Property Tax	727,220	806,500	2,986,500	2,180,000
Bonds	15,898,480	28,620,904	28,792,534	171,630
Non-Cash Notes	4,536,851	0	0	0
Reallocated Bonds	5,900,712	177,642	5,049,907	4,872,265
Reallocated General Fund Transfer	1,932,965	1,035,053	760,000	(275,053)
Land Sales	336,919	0	0	0
Public Schools Fund Balance	0	0	3,350,000	3,350,000
Reallocated Property Tax	38,126	0	191,209	191,209
Impact Fee - Parks	450,000	160,670	150,000	(10,670)
Ag Transfer Tax	425,000	30,000	190,000	160,000
Reallocated Impact Fee - Parks	0	0	200,000	200,000
LOCAL TOTAL	\$45,951,313	\$46,221,735	\$60,643,178	\$14,421,443
State				
Highway Administration	\$176,000	\$176,000	\$176,000	\$0
Reallocated Highway User Revenue	0	0	22,409	22,409
Library Development	0	0	187,125	187,125
School Construction	2,276,000	7,557,000	3,852,750	(3,704,250)
Agriculture Preservation (MALPF)	500,000	0	1,000,000	1,000,000
Highway User Revenue	1,206,008	1,110,000	1,665,396	555,396
Reallocated Program Open Space	0	0	854,000	854,000
Program Open Space	1,598,150	726,365	382,600	(343,765)
STATE TOTAL	\$5,756,158	\$9,569,365	\$8,140,280	(\$1,429,085)
Federal				
Federal Highway/Bridge	\$160,000	\$0	\$1,520,000	\$1,520,000
FEDERAL TOTAL	\$160,000	\$0	\$1,520,000	\$1,520,000
Other				
Municipal	\$516,000	\$871,000	\$405,400	(\$465,600)
Grants	0	255,565	1,750,000	1,494,435
Private	0	0	624,575	624,575
OTHER TOTAL	\$516,000	\$1,126,565	\$2,779,975	\$1,653,410
TOTAL REVENUES	\$52,383,471	\$56,917,665	\$73,083,433	\$16,165,768

Capital Fund Revenues



This chart shows the capital budget by revenue source for FY 09 - 18.

From Operating includes current and prior year revenues from local sources transferred to the Capital Fund, including transfers from the General Fund and reallocated General Fund transfers.

State and Federal includes funds from sources such as the State School Construction Program, Program Open Space, Highway User Revenue, Rural Legacy Grants, State Agricultural Preservation (MALPF), and State Highway Administration.

Bonds include new and reallocated general obligation bonds.

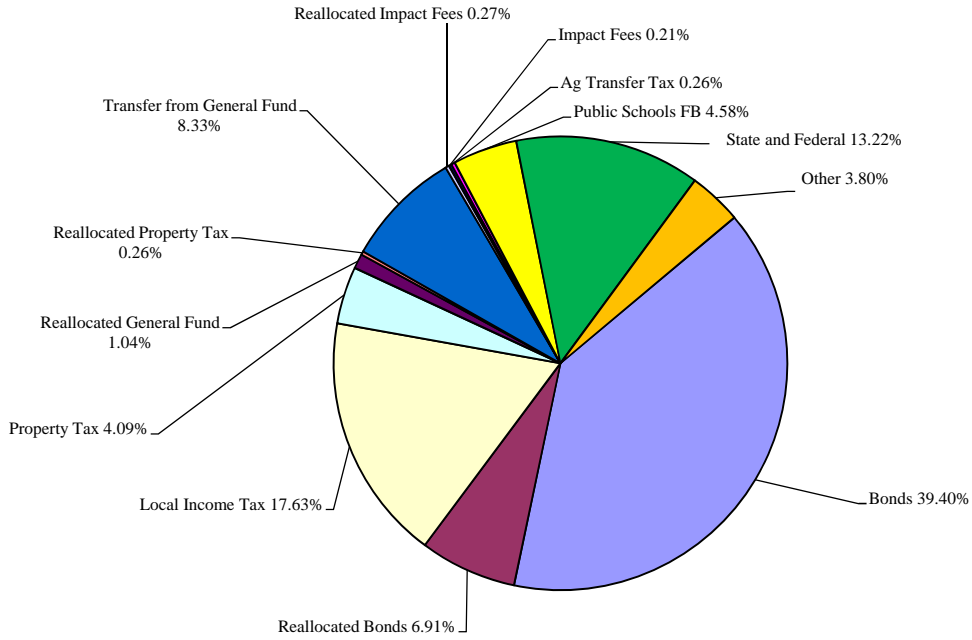
Direct Capital Revenues include funds earmarked by the Commissioners for use in the Capital Fund. These revenues are appropriated directly to the Capital Fund rather than being transferred from the General Fund. While generally 9.09%, in FY 18, 7.59% of Local Income Tax collected is appropriated for school construction. Approximately 2.25% of Real Property Tax is dedicated to agricultural preservation.

Other consists of revenues such as grants, developer contributions, and private, municipal, and community contributions.

Capital Fund Revenues

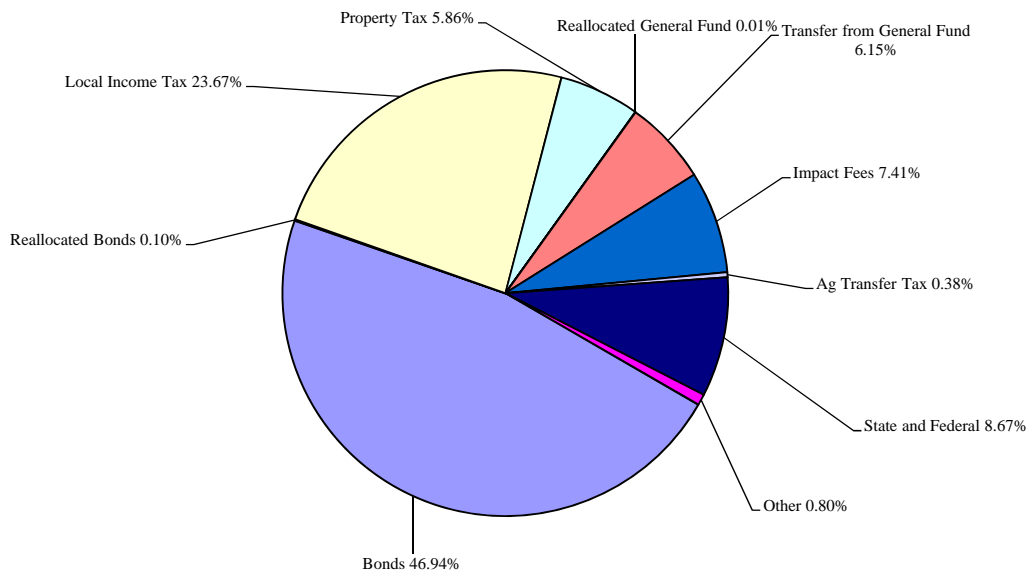
Fiscal Year 2018 Budget

\$73,083,433



Fiscal Year 2017 Budget

\$56,917,665



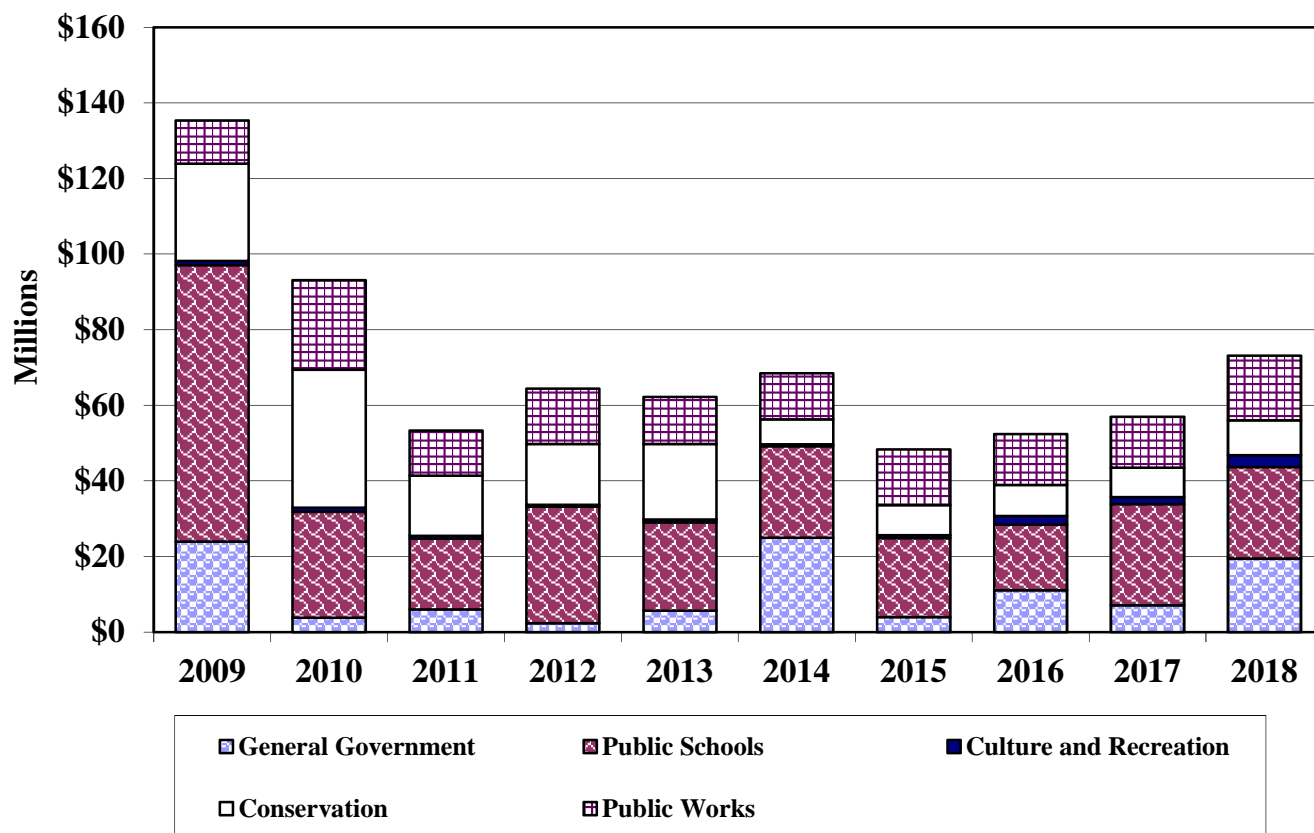
FY 16 - FY 18 Capital Fund Appropriations

Appropriation Area	Fiscal Year			\$ Change FY 17 to FY 18
	2016 Budget	2017 Budget	2018 Budget	
Public Schools	\$17,338,090	\$26,722,465	\$24,203,898	(\$2,518,567)
Conservation and Open Space	8,256,520	7,765,708	9,219,500	1,453,792
Public Works	13,412,545	13,393,456	17,064,405	3,670,949
Culture and Recreation	2,307,793	1,891,400	3,146,430	1,255,030
General Government	11,068,523	7,144,636	19,449,200	12,304,564
Total Appropriations	\$52,383,471	\$56,917,665	\$73,083,433	\$16,165,768

FY 16 - FY 18 Capital Fund Appropriations

Appropriation Area	Fiscal Year			\$ Change FY 17 to FY 18
	2016 Budget	2017 Budget	2018 Budget	
<u>Public Schools</u>	\$17,338,090	\$26,722,465	\$24,203,898	(\$2,518,567)
<u>Conservation and Open Space</u>	\$8,256,520	\$7,765,708	\$9,219,500	\$1,453,792
<u>Public Works</u>				
Roads	\$12,670,245	\$13,102,256	\$15,047,805	\$1,945,549
Bridges	742,300	291,200	2,016,600	1,725,400
Public Works Total	\$13,412,545	\$13,393,456	\$17,064,405	\$3,670,949
<u>Culture and Recreation</u>	\$2,307,793	\$1,891,400	\$3,146,430	\$1,255,030
<u>General Government</u>				
County Facilities	\$8,418,523	\$2,145,236	\$12,751,000	\$10,605,764
Criminal Justice/Public Safety	2,060,000	4,499,400	3,463,000	(1,036,400)
Farm Museum	0	0	280,000	280,000
Carroll Community College	300,000	100,000	350,000	250,000
Libraries/Senior Centers	290,000	400,000	404,000	4,000
General Government Total	\$11,068,523	\$7,144,636	\$17,248,000	\$10,103,364
<u>Total Appropriations</u>	\$52,383,471	\$56,917,665	\$70,882,233	\$13,964,568

Capital Fund Appropriations



This chart shows appropriations to the five principal groupings in the Capital Budget for FY 09 - 18.

Public Schools includes school construction, renovation, and modernization projects.

Conservation includes agricultural preservation and easement programs, NPDES compliance projects, water development, and acquisition of property for other County uses, which may include future roadway easements and public facilities.

Public Works includes projects for the maintenance and construction of roads and bridges.

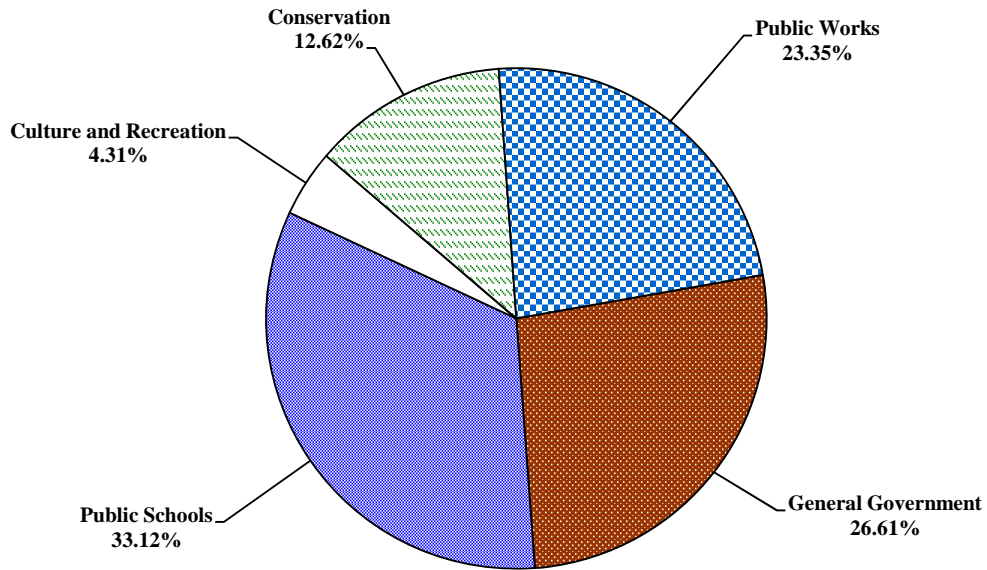
Culture and Recreation includes the purchase of land for parks, development of parks, ballfields, trails, Self-Help projects, park restoration, and Union Mills Homestead.

General Government includes Public Safety 911, Carroll Community College, Carroll County Public Library, Sheriff's Office, State's Attorney, Technology Services, Senior Centers, Farm Museum, and other County facilities.

Capital Fund Appropriations

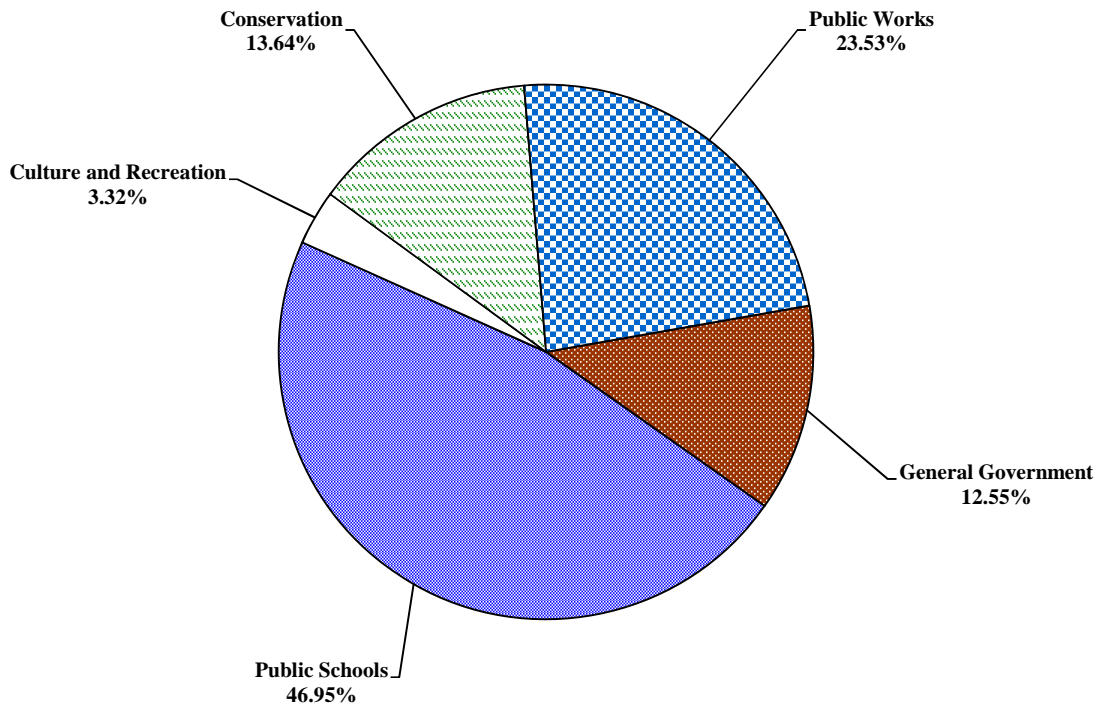
Fiscal Year 2018 Budget

\$73,083,433



Fiscal Year 2017

\$56,917,665



**COMMUNITY INVESTMENT PLAN - Schedule of Reappropriations
Fiscal Year 2018**

Reappropriations may occur when there are unspent budgeted funds from a completed or cancelled project or when there is an unallocated project that holds funds for a future use.

Capital Fund

Project		Amount/Source		
From	To	Current	Bonds	Other
9686 Cleaning and Painting of Existing Bridge Structural Steel	Design Manual Update	\$250,000.00		
9686 Cleaning and Painting of Existing Bridge Structural Steel	County Building Access System Replacement/Installation	100,000.57		
8586 Pavement Preservation 16	8627 Storm Drain Rehabilitation			\$22,409.00
8264 800 MHz and 911	Emergency Services Pagers	280,000.00		
9648 County Technology	Courthouse Facility Improvements MDEC	50,000.00		
8584 Stormwater Facility Renovations FY 16	Stormwater Facility Renovation FY 18		\$49,907.00	
9736 Town Fund	9139 Recreation and Parks Unallocated	30,000.00		
8688 Shipley Arena Indoor Track	8232 Park Restoration	50,000.00		
8592 Law Enforcement Facility Renovation	North Carroll High Renovation		2,600,000.00	
8592 Law Enforcement Facility Renovation	Charles Carroll Gymnasium and Community Space		2,400,000.00	
8175 Westminster Veterans Memorial Park	8701 Deer Park Phase II			1,054,000.00
8485 Piney Run Dam Repairs	Piney Run Dam Temperature Remediation	191,209.00		
Total		\$951,209.57	\$5,049,907.00	\$1,076,409.00

COMMUNITY INVESTMENT PLAN FOR FISCAL YEAR 2018

	Total 2018	Source of Funding			
		Local		State	Federal and Other
		Other	Bonds		
PUBLIC SCHOOLS					
High School Science Room Renovations	\$200,000	\$200,000	\$0	\$0	\$0
HVAC System Replacement - Sandymount Elementary	418,000	0	418,000	0	0
Infrastructure Renewal	1,000,000	1,000,000	0	0	0
Paving	575,000	575,000	0	0	0
Roof Repairs	170,000	170,000	0	0	0
Roof Replacement - Carrolltowne Elementary	1,612,000	0	779,000	833,000	0
Roof Replacement - Elmer Wolfe Elementary	1,872,000	0	903,000	969,000	0
Roof Replacement - Robert Moton Elementary	2,009,000	0	970,000	1,039,000	0
Roof Replacement - Runnymede Elementary	1,957,000	0	945,250	1,011,750	0
Security Improvements	2,000,000	2,000,000	0	0	0
Technology Improvements	1,350,000	1,350,000	0	0	0
Transfer to Operating Budget for BOE Debt Service	10,940,898	10,940,898	0	0	0
Westminster High Electrical Equipment Replacement	100,000	0	100,000	0	0
PUBLIC SCHOOLS TOTAL	\$24,203,898	\$16,235,898	\$4,115,250	\$3,852,750	\$0
CONSERVATION AND OPEN SPACE					
Agricultural Land Preservation	\$5,509,500	\$2,986,500	\$1,333,000	\$1,190,000	\$0
Environmental Compliance	75,000	37,500	37,500	0	0
Stormwater Facility Renovation	335,000	0	335,000	0	0
Watershed Assessment and Improvement (NPDES)	3,300,000	0	2,894,600	0	405,400
CONSERVATION AND OPEN SPACE TOTAL	\$9,219,500	\$3,024,000	\$4,600,100	\$1,190,000	\$405,400
PUBLIC WORKS					
- ROADS -					
Design Manual Update	\$250,000	\$250,000	\$0	\$0	\$0
Highway Safety Improvements	30,000	0	0	30,000	0
Pavement Management Program	11,685,000	800,000	10,709,000	176,000	0
Pavement Preservation	1,050,000	0	0	1,050,000	0
Ramp and Sidewalk Upgrades	75,000	0	75,000	0	0
Small Drainage Structures	365,000	0	115,000	250,000	0
Storm Drain Rehabilitation	592,805	135,000	100,000	357,805	0
Transportation/State Projects	1,000,000	1,000,000	0	0	0
	\$15,047,805	\$2,185,000	\$10,999,000	\$1,863,805	\$0
- BRIDGES -					
Babylon Road over Silver Run	\$126,000	\$0	\$25,200	\$0	\$100,800
Bixlers Church Road over Big Pipe Creek	112,000	0	22,400	0	89,600
Bridge Inspection and Inventory	37,000	37,000	0	0	0
Bridge Maintenance and Structural Repairs	55,900	55,900	0	0	0
Cleaning and Painting of Existing Bridge Structural Steel	218,700	58,700	0	0	160,000
Gaither Road over South Branch Patapsco River	275,000	0	59,000	0	216,000
Hughes Shop Road over Bear Branch	270,000	0	54,000	0	216,000
McKinstry Mill Road over Sam's Creek	207,000	0	41,400	0	165,600
Stone Chapel Road over Little Pipe Creek	715,000	0	143,000	0	572,000
	\$2,016,600	\$151,600	\$345,000	\$0	\$1,520,000
PUBLIC WORKS TOTAL	\$17,064,405	\$2,336,600	\$11,344,000	\$1,863,805	\$1,520,000
CULTURE AND RECREATION					
Bark Hill Park Improvements	\$250,000	\$150,000	\$0	\$100,000	\$0
Community Self-Help Projects	76,000	76,000	0	0	0
Deer Park Phase II	1,054,000	200,000	0	854,000	0
NCHS Stadium	1,000,000	500,000	0	0	500,000
Park Restoration	163,400	163,400	0	0	0
Recreation and Parks Unallocated	30,000	30,000	0	0	0
Sports Complex Overlay	244,000	24,400	0	219,600	0
Tot Lot Replacement	70,000	7,000	0	63,000	0
Town Fund	9,030	9,030	0	0	0
Trail Development	50,000	50,000	0	0	0
Union Mills Building Renovations	200,000	0	100,000	0	100,000
CULTURE AND RECREATION TOTAL	\$3,146,430	\$1,209,830	\$100,000	\$1,236,600	\$600,000
GENERAL GOVERNMENT					
Carroll Community College Technology	\$350,000	\$350,000	\$0	\$0	\$0
Charles Carroll Elementary School Restoration	3,510,000	0	3,510,000	0	0
Computer-Aided Dispatch and Records Management Improvements	885,000	885,000	0	0	0
County Building Access System Replacements/Additions	276,000	276,000	0	0	0
County Building Systemic Renovations	425,000	0	425,000	0	0
County Technology	1,150,000	1,150,000	0	0	0
Courthouse Facility Improvements for MDEC	330,000	50,000	280,000	0	0
Emergency Services Pagers	280,000	280,000	0	0	0
Farm Museum Building Restorations	1,450,000	50,000	1,400,000	0	0
Fleet Lift Replacements	179,000	0	179,000	0	0
Infrastructure Studies	30,000	30,000	0	0	0
Library Technology	100,000	100,000	0	0	0
North Carroll High School Restoration	6,205,000	0	6,205,000	0	0
Parking Lot Overlays	442,200	442,200	0	0	0
Piney Run Dam Temperature Remediation	330,000	191,209	138,791	0	0
Public Safety Training Center	3,133,000	0	1,483,000	0	1,650,000
Westminster Library Basement Renovation	374,000	0	62,300	187,125	124,575
GENERAL GOVERNMENT TOTAL	\$19,449,200	\$3,804,409	\$13,683,091	\$187,125	\$1,774,575
GRAND TOTAL	\$73,083,433	\$26,610,737	\$33,842,441	\$8,330,280	\$4,299,975

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2018 TO 2023

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2018	2019	2020	2021	2022	2023			
PUBLIC SCHOOLS:									
<u>New Construction, Additions, Modernizations</u>									
Career and Technology Center	\$0	\$4,000,000	\$55,900,000	\$0	\$0	\$0	\$100,000	\$0	\$60,000,000
High School Science Room Renovations	200,000	1,640,000	1,710,000	0	0	0	0	0	3,550,000
New Construction, Additions, Modernizations Total	\$200,000	\$5,640,000	\$57,610,000	\$0	\$0	\$0	\$100,000	\$0	\$63,550,000
<u>Other Projects</u>									
HVAC Improvements and Replacements	\$0	\$558,800	\$6,635,400	\$7,810,900	\$9,140,300	\$9,688,000	\$0	\$0	\$33,833,400
HVAC System Replacement - East Middle	0	948,150	12,736,500	0	0	0	0	0	13,684,650
HVAC System Replacement - Sandymount Elementary	418,000	5,621,000	0	0	0	0	0	0	6,039,000
Infrastructure Renewal	1,000,000	0	0	0	0	0	0	0	1,000,000
Paving	575,000	625,000	675,000	725,000	775,000	825,000	0	0	4,200,000
Relocatable Classroom Removal	0	175,000	0	185,000	0	195,000	325,000	0	880,000
Roof Repairs	170,000	0	180,000	0	190,000	0	0	0	540,000
Roof Replacement - Carrolltowne Elementary	1,612,000	0	0	0	0	0	0	0	1,612,000
Roof Replacement - Elmer Wolfe Elementary	1,872,000	0	0	0	0	0	0	0	1,872,000
Roof Replacement - Robert Moton Elementary	2,009,000	0	0	0	0	0	0	0	2,009,000
Roof Replacement - Runnymede Elementary	1,957,000	0	0	0	0	0	0	0	1,957,000
Roof Replacements	0	3,444,000	4,058,000	4,313,000	4,600,000	4,900,000	0	0	21,315,000
Security Improvements	2,000,000	0	0	0	0	0	0	0	2,000,000
Technology Improvements	1,350,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0	0	6,350,000
Transfer to Operating Budget for BOE Debt Service	10,940,898	10,733,255	10,676,589	12,201,836	14,190,067	14,617,386	0	0	73,360,031
Westminster High Electrical Equipment Replacement	100,000	900,000	0	0	0	0	60,000	0	1,060,000
Other Projects Total	\$24,003,898	\$24,005,205	\$35,961,489	\$26,235,736	\$29,895,367	\$31,225,386	\$385,000	\$0	\$171,712,081
PUBLIC SCHOOLS TOTAL	\$24,203,898	\$29,645,205	\$93,571,489	\$26,235,736	\$29,895,367	\$31,225,386	\$485,000	\$0	\$235,262,081
SOURCES OF FUNDING:									
Local Income Tax	\$12,885,898	\$12,533,255	\$12,531,589	\$14,111,836	\$16,155,067	\$16,637,386	\$485,000	\$0	\$85,340,031
Bonds	4,115,250	10,773,150	39,305,812	6,223,177	7,069,959	7,501,140	0	0	74,988,488
Public Schools Fund Balance	3,350,000	0	0	0	0	0	0	0	3,350,000
State	\$3,852,750	\$6,338,800	\$41,734,088	\$5,900,723	\$6,670,341	\$7,086,860	\$0	\$0	\$71,583,562
PUBLIC SCHOOLS TOTAL	\$24,203,898	\$29,645,205	\$93,571,489	\$26,235,736	\$29,895,367	\$31,225,386	\$485,000	\$0	\$235,262,081

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2018 TO 2023

	2018	2019	2020	2021	2022	2023	Prior Allocation	Balance to Complete	Total Project Cost
CONSERVATION AND OPEN SPACE:									
Agricultural Land Preservation	\$5,509,500	\$4,303,700	\$5,454,700	\$4,531,900	\$5,607,600	\$4,692,200	\$0	\$0	\$30,099,600
Environmental Compliance	75,000	75,000	75,000	75,000	75,000	75,000	0	0	450,000
Stormwater Facility Renovation	335,000	335,000	335,000	335,000	335,000	335,000	0	0	2,010,000
Watershed Assessment and Improvement (NPDES)	3,300,000	3,400,000	3,500,000	4,171,000	4,300,000	4,430,000	0	0	23,101,000
CONSERVATION AND OPEN SPACE TOTAL	\$9,219,500	\$8,113,700	\$9,364,700	\$9,112,900	\$10,317,600	\$9,532,200	\$0	\$0	\$55,660,600
SOURCES OF FUNDING:									
Transfer from General Fund	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$0	\$0	\$225,000
Property Tax	2,986,500	2,940,700	3,091,700	3,168,900	3,249,600	3,334,200	0	0	18,771,600
Bonds	4,550,193	4,647,500	4,981,900	5,305,500	5,405,500	5,505,500	0	0	30,396,093
Reallocated Bonds	49,907	0	0	0	0	0	0	0	49,907
Ag Transfer Tax	190,000	30,000	30,000	30,000	25,000	25,000	0	0	330,000
Ag. Preservation (MALPF)	1,000,000	0	1,000,000	0	1,000,000	0	0	0	3,000,000
Municipal	405,400	458,000	223,600	571,000	600,000	630,000	0	0	2,888,000
CONSERVATION AND OPEN SPACE TOTAL	\$9,219,500	\$8,113,700	\$9,364,700	\$9,112,900	\$10,317,600	\$9,532,200	\$0	\$0	\$55,660,600

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2018 TO 2023

	2018	2019	2020	2021	2022	2023	Prior Allocation	Balance to Complete	Total Project Cost
ROADS:									
Design Manual Update	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
Highway Safety Improvements	30,000	31,000	32,000	33,000	34,000	35,000	0	0	195,000
Market Street Extended	0	720,000	0	0	0	0	1,271,005	0	1,991,005
Pavement Management Program	11,685,000	12,210,000	12,660,000	13,120,000	13,770,000	14,375,000	0	0	77,820,000
Pavement Preservation	1,050,000	1,082,000	1,114,000	1,147,000	1,181,000	1,216,000	0	0	6,790,000
Ramp and Sidewalk Upgrades	75,000	75,000	75,000	75,000	75,000	75,000	0	0	450,000
Small Drainage Structures	365,000	121,000	127,000	133,000	140,000	147,000	0	0	1,033,000
Storm Drain Rehabilitation	592,805	298,000	347,000	396,000	445,000	494,000	0	0	2,572,805
Transportation/State Projects	1,000,000	0	200,000	200,000	200,000	0	100,000	0	1,700,000
ROADS TOTAL	\$15,047,805	\$14,537,000	\$14,555,000	\$15,104,000	\$15,845,000	\$16,342,000	\$1,371,005	\$0	\$92,801,810

SOURCES OF FUNDING:

Transfer from General Fund	\$1,935,000	\$967,000	\$1,199,000	\$1,232,000	\$1,181,000	\$1,016,000	\$100,000	\$0	\$7,630,000
Property Tax	0	0	0	0	0	0	758,005	0	758,005
Bonds	10,999,000	12,250,000	12,036,000	12,552,000	13,344,000	14,006,000	513,000	0	75,700,000
Reallocated Bonds	0	0	0	0	0	0	0	0	0
Reallocated GF Transfer	250,000	0	0	0	0	0	0	0	250,000
Highway Administration	176,000	176,000	176,000	176,000	176,000	176,000	0	0	1,056,000
Reallocated Highway User Revenue	22,409	0	0	0	0	0	0	0	22,409
Highway User Revenue	1,665,396	1,144,000	1,144,000	1,144,000	1,144,000	1,144,000	0	0	7,385,396
ROADS TOTAL	\$15,047,805	\$14,537,000	\$14,555,000	\$15,104,000	\$15,845,000	\$16,342,000	\$1,371,005	\$0	\$92,801,810

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2018 TO 2023

	2018	2019	2020	2021	2022	2023	Prior Allocation	Balance to Complete	Total Project Cost
BRIDGES:									
Babylon Road over Silver Run	\$126,000	\$0	\$0	\$0	\$0	\$0	\$901,999	\$0	\$1,027,999
Bear Run Road over Bear Branch	0	0	0	305,000	0	1,275,000	0	0	1,580,000
Bixlers Church Road over Big Pipe Creek	112,000	0	0	0	0	0	721,000	0	833,000
Bridge Inspection and Inventory	37,000	39,000	41,000	43,000	45,000	47,000	0	0	252,000
Bridge Maintenance and Structural Repairs	55,900	58,700	61,600	64,700	68,000	71,000	0	0	379,900
Cleaning and Painting of Existing Bridge Structural Steel	218,700	229,700	241,300	253,400	266,000	279,200	0	0	1,488,300
Gaither Road over South Branch Patapsco River	275,000	0	0	1,935,000	0	0	0	0	2,210,000
Hawks Hill Road over Little Pipe Creek Tributary	0	0	0	0	255,000	0	0	471,800	726,800
Hollingsworth Road over Unnamed Tributary	0	587,000	0	0	0	0	200,000	0	787,000
Hughes Shop Road over Bear Branch	270,000	0	0	0	0	0	1,428,000	0	1,698,000
McKinstry Mill Road over Sam's Creek	207,000	0	0	0	0	0	947,000	0	1,154,000
Stone Chapel Road over Little Pipe Creek	715,000	0	0	0	0	0	207,000	0	922,000
BRIDGES TOTAL	\$2,016,600	\$914,400	\$343,900	\$2,601,100	\$634,000	\$1,672,200	\$4,404,999	\$471,800	\$13,058,999
SOURCES OF FUNDING:									
Transfer from General Fund	\$151,600	\$159,400	\$167,400	\$175,800	\$184,500	\$193,100	\$0	\$0	\$1,031,800
Property Tax	0	0	0	0	0	0	36,400	0	36,400
Bonds	345,000	587,000	0	576,000	255,000	255,000	1,001,316	471,800	3,491,116
Highway Administration	0	0	0	0	0	0	8,883	0	8,883
Federal Highway/Bridge	1,520,000	168,000	176,500	1,849,300	194,500	1,224,100	3,358,400	0	8,490,800
BRIDGES TOTAL	\$2,016,600	\$914,400	\$343,900	\$2,601,100	\$634,000	\$1,672,200	\$4,404,999	\$471,800	\$13,058,999

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2018 TO 2023

	2018	2019	2020	2021	2022	2023	Prior Allocation	Balance to Complete	Total Project Cost
CULTURE AND RECREATION:									
Bark Hill Park Improvements	\$250,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$250,000
Bear Branch Nature Center Roof Replacement	0	0	271,000	0	0	0	0	0	271,000
Bennett Cerf Bridge Replacemen	0	0	0	217,000	0	0	0	0	217,000
Community Self-Help Projects	76,000	78,000	80,000	82,000	84,000	86,000	0	0	486,000
Deer Park Phase II	1,054,000	250,000	0	0	0	0	400,000	0	1,704,000
Double Pipe Creek Boat Ramp	0	32,000	150,000	0	0	0	0	0	182,000
Gillis Falls Trail I	0	0	0	0	0	497,000	0	0	497,000
Kringold Park Phase II	0	0	0	0	310,000	0	0	0	310,000
North Carroll High Turf Field	1,000,000	0	0	0	0	0	0	0	1,000,000
Northwest Trail Acquisition	0	200,000	0	0	0	0	0	0	200,000
Park Restoration	163,400	167,200	171,200	175,300	179,500	185,400	0	0	1,042,000
Recreation and Parks Unallocated	30,000	0	0	0	0	0	0	0	30,000
Sports Complex Lighting	0	0	270,000	408,000	502,000	0	0	0	1,180,000
Sports Complex Overlay	244,000	0	0	0	0	0	0	0	244,000
Tot Lot Replacement	70,000	72,500	75,000	77,500	80,000	83,000	0	0	458,000
Town Fund	9,030	13,670	14,200	14,700	14,700	14,700	0	0	81,000
Trail Development	50,000	50,000	50,000	50,000	50,000	50,000	0	0	300,000
Union Mills Building Renovations	200,000	0	0	0	0	0	510,000	0	710,000
Westminster Veterans Memorial Park Phase I	0	250,000	0	0	0	0	2,303,596	0	2,553,596
CULTURE AND RECREATION TOTAL	\$3,146,430	\$1,113,370	\$1,081,400	\$1,024,500	\$1,220,200	\$916,100	\$3,213,596	\$0	\$11,715,596
SOURCES OF FUNDING:									
Transfer from General Fund	\$779,830	\$316,120	\$350,000	\$392,250	\$336,200	\$344,400	\$110,100	\$0	\$2,628,900
Bonds	100,000	0	0	0	0	0	410,168	0	510,168
Reallocated GF Transfer	80,000	0	0	0	0	0	70,000	0	150,000
Impact Fee - Parks	150,000	140,000	155,000	0	285,000	150,000	755,000	0	1,635,000
Reallocated Impact Fee - Parks	200,000	0	0	0	0	0	0	0	200,000
Reallocated Program Open Space	854,000	0	0	0	0	0	200,000	0	1,054,000
Program Open Space	382,600	657,250	576,400	632,250	599,000	421,700	1,668,328	0	4,937,528
Grants (State)	100,000	0	0	0	0	0	0	0	100,000
Private	500,000	0	0	0	0	0	0	0	500,000
CULTURE AND RECREATION TOTAL	\$3,146,430	\$1,113,370	\$1,081,400	\$1,024,500	\$1,220,200	\$916,100	\$3,213,596	\$0	\$11,715,596

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2018 TO 2023

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2018	2019	2020	2021	2022	2023			
GENERAL GOVERNMENT:									
Carroll Community College Systemic Renovations	\$0	\$5,284,000	\$0	\$0	\$0	\$0	\$150,000	\$0	\$5,434,000
Carroll Community College Technology	350,000	350,000	350,000	350,000	350,000	0	0	0	1,750,000
Charles Carroll Gymnasium and Community Space	3,510,000	0	0	0	0	0	0	0	3,510,000
Computer-Aided Dispatch and Records Management Improvements	885,000	0	0	0	0	0	0	0	885,000
County Building Access System Replacements/Additions	276,000	276,000	276,000	0	0	0	0	0	828,000
County Building Systemic Renovations	425,000	0	750,000	775,000	800,000	825,000	0	0	3,575,000
County Technology	1,150,000	1,200,000	1,201,500	1,203,050	1,204,650	1,206,300	0	0	7,165,500
Courthouse Facility Improvements for MDEC	330,000	0	0	0	0	0	0	0	330,000
Emergency Communications Equipment	0	0	800,000	824,000	848,720	874,000	0	0	3,346,720
Emergency Services Pagers	280,000	0	0	0	0	0	0	0	280,000
Farm Museum Building Restorations	1,450,000	0	0	0	0	0	0	0	1,450,000
Fleet Lift Replacements	179,000	0	0	0	212,000	0	0	0	391,000
Infrastructure Studies	30,000	30,000	30,000	30,000	30,000	30,000	0	0	180,000
Library Technology	100,000	100,000	100,000	100,000	100,000	100,000	0	0	600,000
North Carroll High Renovation	6,205,000	0	0	0	0	2,900,000	0	0	9,105,000
Parking Lot Overlays	442,200	116,000	122,000	128,000	134,000	141,000	0	0	1,083,200
Piney Run Dam Temperature Remediation	330,000	0	0	0	0	0	0	0	330,000
Public Safety Training Center	3,133,000	0	0	2,000,000	2,000,000	0	167,000	0	7,300,000
Westminster Library Basement Improvements	374,000	2,800,000	500,000	0	0	0	0	0	3,674,000
Winchester Building Renovation	0	6,000,000	0	0	0	0	0	0	6,000,000
GENERAL GOVERNMENT TOTAL	\$19,449,200	\$16,156,000	\$4,129,500	\$5,410,050	\$5,679,370	\$6,076,300	\$317,000	\$0	\$57,217,420
SOURCES OF FUNDING:									
Transfer from General Fund	\$3,183,200	\$2,072,000	\$2,879,500	\$2,635,050	\$2,667,370	\$2,351,300	\$0	\$0	\$15,788,420
Bonds	8,683,091	9,179,700	750,000	1,775,000	2,012,000	3,725,000	317,000	0	26,441,791
Reallocated Bonds	5,000,000	0	0	0	0	0	0	0	5,000,000
Reallocated GF Transfer	430,000	0	0	0	0	0	0	0	430,000
Reallocated Property Tax	191,209	0	0	0	0	0	0	0	191,209
MD Higher Ed. Comm.	0	2,642,000	0	0	0	0	0	0	2,642,000
Library Development	187,125	1,423,354	223,491	0	0	0	0	0	1,833,970
Grants (MDE, CDBG)	1,650,000	0	0	1,000,000	1,000,000	0	0	0	3,650,000
Private	124,575	838,946	276,509	0	0	0	0	0	1,240,030
GENERAL GOVERNMENT TOTAL	\$19,449,200	\$16,156,000	\$4,129,500	\$5,410,050	\$5,679,370	\$6,076,300	\$317,000	\$0	\$57,217,420

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2018 to 2023
Capital Fund

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2018	2019	2020	2021	2022	2023			
GRAND TOTAL-USES	\$73,083,433	\$70,479,675	\$123,045,989	\$59,488,286	\$63,591,537	\$65,764,186	\$9,791,600	\$471,800	\$465,716,506
SOURCE OF FUNDING									
-LOCAL-									
Transfer from General Fund	\$6,087,130	\$3,552,020	\$4,633,400	\$4,472,600	\$4,406,570	\$3,942,300	\$210,100	\$0	\$27,304,120
Local Income Tax	12,885,898	12,533,255	12,531,589	14,111,836	16,155,067	16,637,386	485,000	0	85,340,031
Property Tax	2,986,500	2,940,700	3,091,700	3,168,900	3,249,600	3,334,200	794,405	0	19,566,005
Bonds	28,792,534	37,437,350	57,073,712	26,431,677	28,086,459	30,992,640	2,241,484	471,800	211,527,656
Public Schools Fund Balance	3,350,000	0	0	0	0	0	0	0	3,350,000
Reallocated Bonds	5,049,907	0	0	0	0	0	0	0	5,049,907
Reallocated General Fund Transfer	760,000	0	0	0	0	0	70,000	0	830,000
Reallocated Property Tax	191,209	0	0	0	0	0	0	0	191,209
Impact Fee - Parks	150,000	140,000	155,000	0	285,000	150,000	755,000	0	1,635,000
Reallocated Impact Fee - Parks	200,000	0	0	0	0	0	0	0	200,000
Ag Transfer Tax	190,000	30,000	30,000	30,000	25,000	25,000	0	0	330,000
LOCAL TOTAL	\$60,643,178	\$56,633,325	\$77,515,401	\$48,215,013	\$52,207,696	\$55,081,526	\$4,555,989	\$471,800	\$355,323,928
-STATE-									
Highway Administration	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$8,883	\$0	\$1,064,883
MD Higher Education Commission	0	2,642,000	0	0	0	0	0	0	2,642,000
Reallocated Highway User Revenue	22,409	0	0	0	0	0	0	0	22,409
Library Development	187,125	1,423,354	223,491	0	0	0	0	0	1,833,970
State School Construction	3,852,750	6,338,800	41,734,088	5,900,723	6,670,341	7,086,860	0	0	71,583,562
Ag Preservation (MALPF) / Rural Legacy	1,000,000	0	1,000,000	0	1,000,000	0	0	0	3,000,000
Highway User Revenue	1,665,396	1,144,000	1,144,000	1,144,000	1,144,000	1,144,000	0	0	7,385,396
Reallocated Program Open Space	854,000	0	0	0	0	0	200,000	0	1,054,000
Program Open Space	382,600	657,250	576,400	632,250	599,000	421,700	1,668,328	0	4,937,528
STATE TOTAL	\$8,140,280	\$12,381,404	\$44,853,979	\$7,852,973	\$9,589,341	\$8,828,560	\$1,877,211	\$0	\$93,523,748
-FEDERAL-									
Highway/Bridge	\$1,520,000	\$168,000	\$176,500	\$1,849,300	\$194,500	\$1,224,100	\$3,358,400	\$0	\$8,490,800
FEDERAL TOTAL	\$1,520,000	\$168,000	\$176,500	\$1,849,300	\$194,500	\$1,224,100	\$3,358,400	\$0	\$8,490,800
-OTHER-									
Municipal	\$405,400	\$458,000	\$223,600	\$571,000	\$600,000	\$630,000	\$0	\$0	\$2,888,000
Grants	1,750,000	0	0	1,000,000	1,000,000	0	0	0	3,650,000
Private	624,575	838,946	276,509	0	0	0	0	0	1,240,030
OTHER TOTAL	\$2,779,975	\$1,296,946	\$500,109	\$1,571,000	\$1,600,000	\$630,000	\$0	\$0	\$7,878,030
GRAND TOTAL SOURCES	\$73,083,433	\$70,479,675	\$123,045,989	\$59,488,286	\$63,591,537	\$65,764,186	\$9,791,600	\$471,800	\$465,716,506

Enterprise Funds

Airport Enterprise Fund

Airport Enterprise Fund Summary

Sources of Funding	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Fuel Sales	\$69,005	\$84,500	\$84,500	\$84,500	0.00%	0.00%
Rents	158,274	152,410	152,410	152,410	0.00%	0.00%
Corporate Hanger Rental	536,480	550,700	550,700	571,550	3.79%	3.79%
Pass-Through Utilities/Taxes	107,909	137,930	137,930	137,930	0.00%	0.00%
Maryland Aviation	8,416	0	0	0	0.00%	0.00%
Miscellaneous	41,318	3,680	3,680	3,680	0.00%	0.00%
Total Sources of Funding	\$921,402	\$929,220	\$929,220	\$950,070	2.24%	2.24%

Uses of Funding	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Airport Operations	\$726,663	\$799,570	\$802,050	\$821,480	2.74%	2.42%
Revenue in Excess of Expenses	0	129,650	127,170	128,590	-0.82%	1.12%
Total Uses of Funding	\$726,663	\$929,220	\$929,220	\$950,070	2.24%	2.24%

Enterprise Funds budgets are presented based on cash expenses, depreciation is not included and bond principal has been added. To accurately define what is happening in the budget, Revenue in Excess of Expenses is shown separately from the individual budget. This line item captures the annual amount generated by the operating revenue net of operating cash expenditures. Revenue in Excess of Expenses is available to fund capital projects, vehicles and equipment, and contingency reserves.

Airport Operations

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$146,310	\$172,540	\$173,540	\$174,040	0.87%	0.29%
Benefits	89,143	86,070	87,550	103,840	20.65%	18.61%
Operating	310,021	540,960	540,960	543,600	0.49%	0.49%
Capital	181,189	112,150	112,150	92,720	-17.33%	-17.33%
Total	\$726,663	\$911,720	\$914,200	\$914,200	0.27%	0.00%
Employees FTE	2.25	2.55	3.10	3.10	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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<http://ccgoverment.carr.org/ccg/airport/default.asp>

Mission and Goals

To provide safe operation of the Carroll County Regional Airport by meeting or exceeding Federal Aviation Administration and Maryland Aviation Administration guidelines.

Goals include:

- Promote aviation safety
- Enhance airport finances
- Promote a safe and efficient public use airport

Description

The funds in this budget provide for maintenance of the airport and include:

- General operations
- Mechanical maintenance
- Hangar rental

The 5,100 foot runway is the sixth longest non-military runway in the State. The proximity to Baltimore Washington International Airport (BWI) allows Carroll County Regional to be a reliever airport, thereby entitling the County to receive Maryland and Federal Aviation Administration grants for capital projects.

The Airport is an important component of the County's Economic Development plan because growing companies need quick and convenient access to the markets they serve. To attract new business to the area and to better serve the existing corporate clientele, corporate hangars and a fuel farm were constructed. The fuel farm supplies aviation and jet fuel and the corporate hangars provide 70,000 square feet of space for storage of corporate jets.

Program Highlights

- In FY 13, the Commissioners approved the extension of the runway to approximately 5,400 feet.
- Skytech, Inc. provides airport Fixed Based Operator (FBO) services including aircraft fueling, maintenance, sales, avionics, flight instruction, and charter flights.

Budget Changes

- The increase from FY 17 Original to Adjusted is due to personnel allocation changes and reorganization.
- A 3.0% salary increase is included in FY 18.
- Benefits increase due to the reorganization.
- Operating increases due to an increase in gasoline purchases and mowing expenses.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2018 TO 2023

	2018	2019	2020	2021	2022	2023	Prior Allocation	Balance to Complete	Total Project Cost
AIRPORT ENTERPRISE:									
Airport Runway Extension	\$38,000,000	\$0	\$0	\$0	\$0	\$0	\$49,655,934	\$0	\$87,655,934
Grounds and Maintenance Equipment	20,000	20,000	20,000	20,000	20,000	20,000	0	0	120,000
AIRPORT ENTERPRISE TOTAL	\$38,020,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$49,655,934	\$0	\$87,775,934
SOURCES OF FUNDING:									
Transfer from General Fund	\$0	\$0	\$0	\$0	\$0	\$0	\$1,972,600	\$0	\$1,972,600
Bonds	1,900,000	0	0	0	0	0	500,000	0	2,400,000
Enterprise Fund - Airport	20,000	20,000	20,000	20,000	20,000	20,000	0	0	\$120,000
MD Aviation Admin.	1,900,000	0	0	0	0	0	2,483,334	0	4,383,334
Fed. Aviation Admin.	34,200,000	0	0	0	0	0	44,700,000	0	78,900,000
AIRPORT ENTERPRISE TOTAL	\$38,020,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$49,655,934	\$0	\$87,775,934

Fiber Network Enterprise Fund

Fiber Network Enterprise Fund Summary

Sources of Funding	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Dark Fiber Lease	\$62,400	\$197,000	\$211,000	\$283,000	4.16%	4.16%
Interfund Transfer	207,600	204,000	190,000	134,700	-33.97%	-29.11%
Total Sources of Funding	\$270,000	\$401,000	\$401,000	\$417,700	4.16%	4.16%

Uses of Funding	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Fiber Network	\$1,152,614	\$401,000	\$401,000	\$417,700	4.16%	4.16%
Total Uses of Funding	\$1,152,614	\$401,000	\$401,000	\$417,700	4.16%	4.16%

Enterprise Funds budgets are presented based on cash expenses, depreciation is not included, and bond principal has been added.

Fiber Network Operations

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	344,179	401,000	401,000	417,700	4.16%	4.16%
Capital	808,435	0	0	0	0.00%	0.00%
Total	\$1,152,614	\$401,000	\$401,000	\$417,700	4.16%	4.16%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Mark Ripper, Director of Technology Services
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Mission

To provide commercial access to a high-speed fiber optic data communications network.

Description

The funds in this budget support the operation and maintenance costs for the Carroll County Fiber Network.

Construction of the fiber network began in 2007 to connect Carroll County Government with Carroll County Public Schools, Carroll County Public Library, and Carroll Community College. The network connects over 120 local, State, Federal, and public safety sites, as well as seven primary business parks and sixteen secondary business parks.

Budget Changes

Operating increases due to anticipated relocation of fiber, core switch maintenance, and pole insurance.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2018 TO 2023

	2018	2019	2020	2021	2022	2023	Prior Allocation	Balance to Complete	Total Project Cost
FIBER NETWORK ENTERPRISE:									
CCFN Expansion	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
CCPN Equipment Replacement	0	200,000	206,000	212,000	218,000	225,000	0	0	1,061,000
FIBER NETWORK ENTERPRISE TOTAL	\$1,000,000	\$200,000	\$206,000	\$212,000	\$218,000	\$225,000	\$0	\$0	\$2,061,000
SOURCES OF FUNDING:									
Transfer from General Fund	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$1,000,000
Enterprise Fund - Fiber	0	200,000	206,000	212,000	218,000	225,000	0	0	1,061,000
FIBER NETWORK ENTERPRISE TOTAL	\$1,000,000	\$200,000	\$206,000	\$212,000	\$218,000	\$225,000	\$0	\$0	\$2,061,000

Firearms Enterprise Fund

Firearms Enterprise Fund Summary

Source of Funding	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
User Fees	\$144,470	\$150,000	\$150,000	\$150,000	0.00%	0.00%
Concession Fees	5,617	5,000	5,000	5,000	0.00%	0.00%
Interest Income	1,230	500	500	500	0.00%	0.00%
Total Sources of Funding	\$151,317	\$155,500	\$155,500	\$155,500	0.00%	0.00%

Uses of Funding	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Firearms Facility Operations	\$153,270	\$147,420	\$149,030	\$124,610	0.00%	0.00%
Revenue in Excess of Expenses	0	8,080	6,470	30,890	282.30%	377.43%
Total Uses of Funding	\$153,270	\$155,500	\$155,500	\$155,500	0.00%	0.00%

Enterprise Funds budgets are presented based on cash expenses, depreciation is not included and bond principal has been added. To accurately define what is happening in the budget, Revenue in Excess of Expenses is shown separately from the individual budget. This line item captures the annual amount generated by the operating revenue net of operating cash expenditures. Revenue in Excess of Expenses is available to fund capital projects, vehicles and equipment, and contingency reserves.

Firearms Operations

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$50,973	\$64,330	\$65,840	\$67,740	5.30%	2.89%
Benefits	17,179	14,440	14,540	24,470	69.46%	68.29%
Operating	17,060	68,650	68,650	32,400	-52.80%	-52.80%
Capital	68,058	8,080	6,470	30,890	282.30%	377.43%
Total	\$153,270	\$155,500	\$155,500	\$155,500	0.00%	0.00%
Employees FTE	3.50	3.50	3.00	3.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Jeff Degitz, Director of Recreation and Parks
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Mission and Goals

To provide a safe facility for firearms enthusiasts to practice sporting activities and for police personnel to train, practice, and obtain certification.

Goals include:

- Provide a place for hunters to sight-in rifles and for target shooting enthusiasts to practice their sport.
- Promote safety, education, training, and good sportsmanship.

Description

The Hap Baker Firearms Facility, adjacent to the Northern Landfill, includes ten firing lanes from 25 to 200 yards long, and a nine-lane pistol range from 5 to 17 yards. It is used by the general public, as well as by police personnel.

A Range Officer supervises the facility. A fee is charged for daily use, or a yearly pass may be purchased.

The facility is open to the general public on weekends from January through March, and Wednesday through Sunday from April through December. The hours of operation are 10:00 a.m. until an hour before sunset.

Program Highlights

In FY 16, approximately 12,484 individuals used the facility.

Budget Changes

- A 3.0% salary increase is included in FY 18.
- Benefits increase due to change in employee health benefit elections.
- Operating decreases due to completion of planned baffle repairs in FY 17 with no like purchases in FY 18.
- Capital increases due to revenue excess of expenses available to fund the future capital projects.

Septage Enterprise Fund

Septage Enterprise Fund Summary

Sources of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 16	Budget FY 17	Budget FY 17		FY 18	From Orig. FY 17
Septage Processing Fee	\$1,134,196	\$1,170,000	\$1,170,000	\$994,500	-17.65%	-17.65%
Interest Income	3,465	500	500	10,500	95.24%	95.24%
Miscellaneous	1,561	3,200	3,200	0	0.00%	0.00%
Total Sources of Funding	\$1,139,222	\$1,173,700	\$1,173,700	\$1,005,000	-16.79%	-16.79%

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 16	Budget FY 17	Budget FY 17		FY 18	From Orig. FY 17
Septage Facility Operations	\$606,137	\$701,490	\$701,490	\$732,075	4.36%	4.36%
Capital - Repair, Replace, Rehabilitate	533,085	471,810	472,210	272,925	-72.87%	-72.87%
Total Uses of Funding	\$1,139,222	\$1,173,300	\$1,173,700	\$1,005,000	-16.75%	-16.75%

Enterprise Funds budgets are presented based on cash expenses, depreciation is not included and bond principal has been added. The line item Capital - Repair, Replace, Rehabilitate captures the annual amount generated by the operating revenue available to repair, replace, or rehabilitate capital assets.

Septage Facility

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	606,137	701,490	701,490	732,075	4.36%	4.36%
Capital	22,999	471,810	471,810	272,925	-42.15%	-42.15%
Total	629,136	1,173,300	1,173,300	1,005,000	-14.34%	-14.34%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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Mission and Goals

To ensure this facility is operated in a cost-effective manner while generating the necessary revenues to cover the cost of operations.

Description

The funds in this budget support the operations and maintenance costs for the Septage Treatment Facility at the Westminster Wastewater Treatment Plant. The City of Westminster operates the facility.

The City documents costs incurred and usage by the various haulers and reports this information to the County. The County reimburses the City and then bills the individual haulers. The current rate is \$0.065 per gallon.

The facility is available 5½ days per week. In emergency situations, septage can be taken to the Freedom Wastewater Treatment Plant. The Septage Treatment Plant was built in response to a mandate to cease land application of septage.

Budget Changes

- Operating increases due to one-time replacements of a blower and the card-reader system.
- Capital decreases due to a decrease in reserve for contingency.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2018 TO 2023

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2018	2019	2020	2021	2022	2023			
SEPTAGE ENTERPRISE:									
Westminster Septage Facility Improvements	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$4,500,000	\$0	\$5,500,000
SEPTAGE ENTERPRISE TOTAL	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$4,500,000	\$0	\$5,500,000
SOURCES OF FUNDING:									
Bonds	\$0	\$0	\$0	\$0	\$0	\$0	\$3,484,000	\$0	\$3,484,000
Septage Process Fees	1,000,000	0	0	0	0	0	1,016,000	0	2,016,000
SEPTAGE ENTERPRISE TOTAL	\$1,000,000	\$0	\$0	\$0	\$0	\$0	\$4,500,000	\$0	\$5,500,000

Solid Waste Enterprise Fund

Solid Waste Enterprise Fund Summary

Sources of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 16	Budget FY 17	Budget FY 17	FY 18	From Orig. FY 17	From Adj. FY 17
Tipping Fees	\$6,197,502	\$6,080,000	\$6,080,000	\$6,175,000	1.56%	1.56%
County Hauling	3,510	2,300	2,300	5,500	139.13%	139.13%
Interest	25,133	10,000	10,000	48,000	380.00%	380.00%
Rents and Royalties	180,075	160,000	160,000	160,000	0.00%	0.00%
Recycling	170,754	120,000	120,000	125,000	4.17%	4.17%
Miscellaneous	23,962	20,000	20,000	20,000	0.00%	0.00%
Transfer from General Fund	2,415,000	2,415,000	2,415,000	2,415,000	0.00%	0.00%
Total Sources of Funding	\$9,015,936	\$8,807,300	\$8,807,300	\$8,948,500	1.60%	1.60%

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 16	Budget FY 17	Budget FY 17	FY 18	From Orig. FY 17	From Adj. FY 17
Solid Waste Management	\$187,606	\$206,340	\$205,720	\$359,020	73.99%	74.52%
Closed Landfills	175,328	235,830	235,830	228,020	-3.31%	-3.31%
Northern Landfill	2,016,510	2,719,370	2,736,270	2,255,070	-17.07%	-17.59%
Recycling Operations	777,394	796,710	796,690	677,190	-15.00%	-15.00%
Solid Waste Accounting Administration	1,113,512	1,061,360	1,052,300	766,960	-27.74%	-27.12%
Solid Waste Transfer Station	5,354,508	3,144,300	3,144,300	3,144,300	0.00%	0.00%
Revenue in Excess of Expenses	0	643,390	638,990	1,517,940	135.93%	137.55%
Total Uses of Funding	\$9,624,858	\$8,807,300	\$8,810,100	\$8,948,500	1.60%	1.57%

Enterprise Funds budgets are presented based on cash expenses, depreciation is not included and bond principal has been added. To accurately define what is happening in the budget, Revenue in Excess of Expenses is shown separately from the individual budget. This line item captures the annual amount generated by the operating revenue net of operating cash expenditures. Revenue in Excess of Expenses is available to fund capital projects, vehicles and equipment, and contingency reserves.

Solid Waste Operating Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Solid Waste Management	\$187,606	\$206,340	\$205,720	\$359,020	73.99%	74.52%
Closed Landfills	175,328	235,830	235,830	228,020	-3.31%	-3.31%
Northern Landfill	2,016,510	2,719,370	2,736,270	2,255,070	-17.07%	-17.59%
Recycling Operations	777,394	796,710	796,690	677,190	-15.00%	-15.00%
Solid Waste Accounting Administration	1,113,512	1,061,360	1,052,300	766,960	-27.74%	-27.12%
Solid Waste Transfer Station	5,354,508	3,144,300	3,144,300	3,144,300	0.00%	0.00%
Revenue in Excess of Expenses	0	643,390	638,990	1,517,940	135.93%	137.55%
Total Solid Waste Operations	\$9,624,858	\$8,807,300	\$8,810,100	\$8,948,500	1.60%	1.57%

Mission and Goals

To provide the most cost-effective and efficient services for waste disposal, removal, and recycling for County residents and businesses.

Goals include:

- Serve the public
- Educate the public on the effects of waste management and recycling
- Monitor landfills for any environmental impact

Highlights, Changes, and Useful Information

The Bureau of Solid Waste is developing a plan that will:

- Be environmentally responsible
- Produce a long-term disposal strategy
- Ensure the fund is financially sound

The first phase of the plan is short term, between three and five years. It includes accumulating funding while developing a long-term solid waste management plan. In order to accumulate funding, there will be an increase in the percentage landfilled. Beginning in FY 17, the percentage of waste transferred and waste buried changed to approximately 60% and 40% respectively. Burying waste at Northern Landfill eliminates the costs of transferring the waste to Pennsylvania. The savings will help fund the implementation of a long-term waste management and recycling plan.

Budget Changes

- Solid Waste Management increases due to the Northeast Maryland Waste Disposal Authority (NMWDA) membership dues. For the past several years, the fee was paid by funds set aside by the NMWDA for Carroll County. Those funds have been expended, and going forward, the County will pay the full membership dues.
- Closed Landfills decreases due to decreased testing fees.
- Northern Landfill decreases due to a reduced estimate for the amount of leachate being transferred and less equipment purchases in FY 18.
- Recycling decreases due to a projected decrease in the per ton rate for recycling disposal.
- Solid Waste Accounting decreases due to post-closure liability and debt service.

Solid Waste Management

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$112,690	\$112,930	\$111,660	\$115,020	1.85%	3.01%
Benefits	74,382	59,820	60,470	64,220	7.36%	6.20%
Operating	534	33,590	33,590	177,780	429.26%	429.26%
Capital	0	0	0	2,000	100.00%	100.00%
Total	\$187,606	\$206,340	\$205,720	\$359,020	73.99%	74.52%
Employees FTE	2.38	1.70	1.60	1.60	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

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Mission and Goals

To provide the most cost-effective and efficient services for waste disposal and recycling for County residents and businesses.

Goals include:

- Ensure all regulatory requirements of the Environmental Protection Agency and the Maryland Department of the Environment are met
- Maximize the compaction rate of all materials disposed of in Northern Landfill while minimizing the cost and volume of air space consumed by daily cover requirements
- Monitor landfills for any environmental impacts and minimize liability

Description

Solid Waste Management is responsible for:

- Carroll County's only full-time operational landfill (Northern)
- Monitoring of the four closed landfills: Bark Hill, Hodges, John Owings, and Hoods Mill
- Recycling Operations
- Yard waste/mulch program, contracted to Harvest Green
- Maintaining and updating the Ten-Year Solid Waste Management Plan
- Contracting for the transfer of waste and recycling materials

Program Highlights

The Bureau of Solid Waste is developing a plan that will:

- Be environmentally responsible
- Produce a long-term disposal strategy
- Ensure the fund is financially sound

The first phase of the plan is short term, between three and five years. It includes accumulating funding while developing a long-term solid waste management plan. In order to accumulate funding, the percentage of waste landfilled and transferred has changed. Beginning in FY 17, the percentage of waste transferred and waste buried will be to approximately 60% and 40% respectively. Burying waste at Northern Landfill will eliminate the costs of transferring waste to Pennsylvania. The savings will be accumulated to help fund the implementation of the long-term waste management plan being developed.

Budget Changes

- The decrease from the FY 17 Original to Adjusted is due to the change in allocation of employee salaries.
- A 3.0% salary increase is included in FY 18.
- Operating increases due to the Northeast Maryland Waste Disposal Authority (NMWDA) membership dues. For the past several years the fee was paid by funds set aside by the NMWDA for Carroll County. Those funds have been expended, and going forward, the County will pay the full membership dues.

Closed Landfills

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	167,505	225,830	225,830	218,020	-3.46%	-3.46%
Capital	7,823	10,000	10,000	10,000	0.00%	0.00%
Total	\$175,328	\$235,830	\$235,830	\$228,020	-3.31%	-3.31%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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Mission

To ensure all regulatory requirements of the Environmental Protection Agency and Maryland Department of the Environment are met.

Description

The funds in this budget support four closed landfills in the County:

- Hoods Mill Landfill
- Bark Hill landfill
- Hodges Landfill
- John Owings Landfill

Federal law requires that the County monitor landfills for 30 years after closure. Groundwater monitoring and methane gas sampling are the main expenses associated with the closed landfills. Bark Hill and Hoods Mill landfills still produce leachate that must be hauled to a wastewater facility for treatment. Leachate is a liquid produced when rainwater and other moisture travel through the waste.

Program Highlights

Hoods Mill Landfill operates as a convenience drop-off site, and is open the first and third Saturday each month.

Budget Changes

Operating decreases based on estimates of landfill gas and groundwater monitoring fees.

Northern Landfill

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$545,524	\$542,860	\$551,520	\$567,110	4.47%	2.83%
Benefits	345,898	347,620	355,860	349,310	0.49%	-1.84%
Operating	1,116,250	1,091,390	1,091,390	974,490	-10.71%	-10.71%
Capital	8,838	737,500	737,500	364,160	-50.62%	-50.62%
Total	\$2,016,510	\$2,719,370	\$2,736,270	\$2,255,070	-17.07%	-17.59%
Employees FTE	11.00	11.00	11.00	11.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

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<http://ccgoverment.carr.org/ccg/recycle/docs/northern.pdf>

Mission

To ensure adequate space for landfilling non-transferable waste by conserving existing air space and planning for landfill cell expansion when needed.

Description

Northern Landfill is the County's only operational landfill and waste transfer station. Facilities are provided for:

- Waste disposal
- Recycling
- Acceptance of yard waste
- Waste oil and antifreeze drop-off
- Scrap tire collection
- Goodwill collection site
- Scrap metal and appliances
- Vinyl siding recycling
- Electronic recycling

Beginning in FY 17, the percentage of waste transferred and waste buried changed to approximately 60% and 40% respectively. Burying waste at Northern Landfill eliminates the costs of transferring the waste to Pennsylvania. The savings will help fund the implementation of a long-term waste management and recycling plan.

Budget Changes

- The increase from FY 17 Original to Adjusted is due to employee turnover.
- A 3.0% salary increase is included in FY 18.
- Operating decreases due to a reduced estimate of the amount of leachate being transferred.
- Capital decreases due to a compactor purchase in FY 17 with no like purchases in FY 18.

Recycling Operations

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$55,182	\$56,410	\$56,390	\$58,080	2.96%	3.00%
Benefits	30,935	32,810	32,810	33,780	2.96%	2.96%
Operating	689,084	698,490	698,490	569,830	-18.42%	-18.42%
Capital	2,192	9,000	9,000	15,500	72.22%	72.22%
Total	\$777,394	\$796,710	\$796,690	\$677,190	-15.00%	-15.00%
Employees FTE	1.00	1.00	1.00	1.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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 Sheree Lima, Management and Budget Project Coordinator
 (410) 386-2082
<http://ccgoverment.carr.org/ccg/recycle/>

The services at the recycling center are provided through a contract with The Arc Carroll County. Scrap metal, batteries, and electronics are collected at Northern Landfill and disposal is managed by contractors. Yard trim is managed through a private contractor.

Mission and Goals

To promote an integrated Solid Waste Management Program that includes: waste prevention, reuse, recycling, and minimal waste disposal by providing residents and businesses with information, training, and outreach in order to benefit the environment by saving natural resources, energy, and landfill space, and by preventing pollution.

Goals include:

- Exceed the State of Maryland's mandate of 35% of total waste material received
- Educate County residents and businesses on proper waste management practices including:
 - Waste prevention
 - Reuse
 - Recycling
 - Minimal disposal

Budget Changes

- A 3.0% salary increase is included in FY 18.
- Operating decreases due to decreased cost of disposal of single stream recycling.
- Capital increases due to a communication radio for the Recycling Center Area.

Description

The County offers voluntary recycling opportunities for all residents and businesses. Licensed haulers are required to offer all of their customers a curbside recycling service. A full-service recycling center is located at the Northern Landfill. The items the County accepts for recycling include:

- Single stream
- Paper and cardboard
- Plastics and rigid plastics
- Grocery and empty clear food bags
- Textiles
- Electronics
- Aluminum
- White goods/scrap metal
- Yard trimmings
- Styrofoam
- Kitchen Frying Oil
- Motor/Oil/Antifreeze

Solid Waste Accounting Administration

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$208,929	\$198,610	\$185,790	\$191,260	-3.70%	2.94%
Benefits	149,520	155,740	159,500	169,640	8.93%	6.36%
Operating	358,826	706,410	706,410	405,460	-42.60%	-42.60%
Capital	396,237	600	600	600	0.00%	0.00%
Total	\$1,113,512	\$1,061,360	\$1,052,300	\$766,960	-27.74%	-27.12%
Employees FTE	5.75	5.75	5.75	5.75	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Michael Ensor, Accounting Supervisor (410) 386-2008
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<http://ccgovernment.carr.org/ccg/solidwaste>

Mission and Goals

To provide accounting tasks and system support for the Solid Waste Enterprise Fund and to provide customer service to all users of the landfill.

Description

This budget reflects the cost of accounting and weighmaster operations at Northern Landfill. The responsibilities include:

- Determining the type of waste being brought into the landfill
- Determining eligibility of the waste being brought in (generally only waste generated in Carroll County is accepted)
- Collecting landfill fees
- Keeping records of what type of waste is brought in by haulers and billing

Budget Changes

- The decrease from FY 17 Original to Adjusted is due to employee turnover.
- A 3.0% salary increase is included in FY 17.
- Operating decreases due to post-closure liability and debt services.

Solid Waste Transfer Station

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	5,354,508	3,144,300	3,144,300	3,144,300	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$5,354,508	\$3,144,300	\$3,144,300	\$3,144,300	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

Jeffrey D. Castonguay, Director of Public Works

(410) 386-2248

Sheree Lima, Management and Budget Project Coordinator

(410) 386-2082

Mission

To ensure facilities and resources are in place to manage approximately 90,000 tons per year of solid waste with an out-of-County transfer/disposal operation.

Description

The transfer station became operational on December 1, 1998. It allows the County to accept solid waste from residents and businesses and to transport the waste to a landfill in Pennsylvania for disposal.

Beginning in FY 17, the percentage of waste transferred and waste buried changed to approximately 60% and 40% respectively. Burying waste at Northern Landfill eliminates the costs of transferring the waste to Pennsylvania. The savings will help fund the implementation of a long-term waste management and recycling plan.

Budget Changes

No change in tonnage or price of transfer is expected.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2018 TO 2023

	2018	2019	2020	2021	2022	2023	Prior Allocation	Balance to Complete	Total Project Cost
SOLID WASTE ENTERPRISE:									
Alternate Waste Drop-Off Area	\$0	\$0	\$62,000	\$570,000	\$0	\$0	\$0	\$0	\$632,000
SOLID WASTE ENTERPRISE TOTAL	\$0	\$0	\$62,000	\$570,000	\$0	\$0	\$0	\$0	\$632,000
SOURCES OF FUNDING:									
Enterprise Fund - Solid Waste	\$0	\$0	\$62,000	\$570,000	\$0	\$0	\$0	\$0	\$632,000
SOLID WASTE ENTERPRISE TOTAL	\$0	\$0	\$62,000	\$570,000	\$0	\$0	\$0	\$0	\$632,000

Utilities Enterprise Fund

Utilities Enterprise Fund Summary

Sources of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 16	Budget FY 17	Budget FY 17		FY 18	From Orig. FY 17
MES Reimbursement	\$16,717	\$25,000	\$25,000	\$20,000	-20.00%	-20.00%
Water Usage	4,291,350	4,468,385	4,468,385	4,546,000	1.74%	1.74%
Sewer Usage	5,762,555	5,862,166	5,862,166	5,828,000	-0.58%	-0.58%
Lateral/Meter Service	27,121	0	0	10,000	0.00%	0.00%
Interest Income	408,012	18,000	18,000	30,000	66.67%	66.67%
Rents	176,301	146,000	146,000	190,000	30.14%	30.14%
Miscellaneous	2,490,831	95,319	95,319	65,700	-31.07%	-31.07%
Transfer from General Fund	189,350	204,490	204,490	212,110	3.73%	3.73%
Total Sources of Funding	\$13,362,237	\$10,819,360	\$10,819,360	\$10,901,810	0.76%	0.76%

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 16	Budget FY 17	Budget FY 17		FY 18	From Orig. FY 17
BOU Administration	\$1,334,299	\$1,834,190	\$1,833,730	\$1,825,610	-0.47%	-0.44%
Board of Education Facilities	205,514	204,750	207,550	212,110	3.59%	2.20%
Freedom Sewer	3,090,388	2,515,745	2,544,146	2,577,145	2.44%	1.30%
Freedom Water	3,842,760	2,920,035	2,927,905	3,005,214	2.92%	2.64%
Hampstead Sewer	1,061,908	899,260	892,375	893,705	-0.62%	0.15%
Other Water and Sewer	194,946	103,405	104,773	122,013	18.00%	16.45%
Capital - Repair, Replace, Rehabilitate	7,080,101	2,341,975	2,308,881	2,266,013	-3.24%	-1.86%
Total Uses of Funding	\$16,809,916	\$10,819,360	\$10,819,360	\$10,901,810	0.76%	0.76%

Enterprise Fund budgets are presented based on cash expenses, depreciation is not included and bond principal has been added. The line item Capital - Repair, Replace, Rehabilitate captures the annual amount generated by the operating revenue available to repair, replace, or rehabilitate capital assets.

Utilities Operating Summary

	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
BOU Administration	\$1,334,299	\$1,834,190	\$1,833,730	\$1,825,610	-0.47%	-0.44%
Board of Education Facilities	205,514	204,750	207,550	212,110	3.59%	2.20%
Freedom Sewer	3,090,388	2,515,745	2,544,146	2,577,145	2.44%	1.30%
Freedom Water	3,842,760	2,920,035	2,927,905	3,005,214	2.92%	2.64%
Hampstead Sewer	1,061,908	899,260	892,375	893,705	-0.62%	0.15%
Other Water and Sewer	194,946	103,405	104,773	122,013	18.00%	16.45%
Total Utilities Operations	\$9,729,815	\$8,477,385	\$8,510,479	\$8,635,797	1.87%	1.47%

Mission and Goals

To keep all water and sewer systems at peak performance, without interruptions in service, while protecting the environment.

Goals include:

- Protect the environment while continuing to comply with State and Federal regulations
- Monitor areas of growth to be proactive in determining future needs for facilities

Highlights, Changes, and Useful Information

- There are five County operated wastewater treatment systems. The Freedom Sewer System serves 6,855 sewer accounts. The system has 126 miles of collection lines and 13 pumping stations. The Hampstead Sewer System serves 2,270 accounts. The system includes Hampstead Wastewater Treatment Plant, 35 miles of collection lines, and seven pumping stations. Other sewer systems include South Carroll Wastewater Treatment Plant, Runnymede Wastewater Treatment Plant, and Pleasant Valley Community Sewer.
- There are three water treatment facilities operated by the County. The Bark Hill Community Water System is a groundwater system that includes a 100,000 gallon water tank and serves 62 accounts. The Pleasant Valley Community Water System is a groundwater system that serves 53 accounts. The Freedom Water System includes a water treatment plant to treat water drawn from Liberty Reservoir, 140 miles of water distribution lines, and 4 water tanks that serve 8,477 water accounts.

Budget Changes

- The increase from FY 17 Original to Adjusted is due to personnel allocation changes and reclassifications.
- Freedom Sewer increases due to the one-time purchase of a grinder at Lake Forest Pump Station and an increase in the MES contract.
- Freedom Water increases due to water purchases from the City of Baltimore and efforts to get Raincliffe Wells operational.
- Other Water and Sewer increases due to one-time operating expenses.

Bureau of Utilities Administration

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$396,681	\$414,280	\$409,500	\$427,150	3.11%	4.31%
Benefits	204,749	240,610	244,930	240,130	-0.20%	-1.96%
Operating	517,992	1,058,300	1,058,300	1,027,830	-2.88%	-2.88%
Capital	214,877	121,000	121,000	130,500	7.85%	7.85%
Total	\$1,334,299	\$1,834,190	\$1,833,730	\$1,825,610	-0.47%	-0.44%
Employees FTE	7.83	7.88	7.60	7.60	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

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Mission and Goals

To keep all facilities, including water booster stations, sewer pumping stations, water and wastewater treatment plants, distribution lines, and collection systems at peak performance with no interruptions in service.

Goals include:

- Maintain all equipment to keep facilities operational at all times
- Continue to protect the environment while complying with all State and Federal regulations

Description

The funds in this budget support the administration and accounting of water and wastewater facilities including:

- Thirteen sewer pumping stations and 126 miles of collection lines in the Freedom District
- Seven sewer pumping stations and 35 miles of collection lines in the Hampstead area
- Five wastewater treatment plants
- Water booster stations and 140 miles of water distribution lines
- Six water tanks
- Four groundwater facilities
- Four water treatment facilities

Total of number of households served:

2013	2014	2015	2016
10,716	10,802	10,815	10,882

Budget Changes

- The decrease from FY 17 Original to Adjusted is due to employee turnover.
- A 3% salary increase is included in FY 18.
- Benefits decrease due to employee turnover.
- Capital increases due to three replacement vehicles.

Board of Education Facilities

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$61,990	\$63,270	\$64,830	\$66,400	4.95%	2.42%
Benefits	40,373	38,020	39,260	46,400	22.04%	18.19%
Operating	88,309	71,960	71,960	74,310	3.27%	3.27%
Capital	14,842	31,500	31,500	25,000	-20.63%	-20.63%
Total	\$205,514	\$204,750	\$207,550	\$212,110	3.59%	2.20%
Employees FTE	1.34	1.34	1.34	1.34	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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Mission

To operate and maintain the wastewater treatment plants for the Board of Education Facilities and to meet the needs of the schools served.

Description

Funds in this budget are used to operate and maintain the following facilities serving schools:

- South Carroll Wastewater Treatment Plant
- Winfield Sewer Pumping Station
- Runnymede Wastewater Treatment Plant
- Francis Scott Key Pumping Station

Budget Changes

- The increase from FY 17 Original to Adjusted is due to salary adjustments.
- A 3% salary increase is included in FY 18.
- Operating increases due to the purchase of UV tubes, safety equipment, and rebuilding a pump.
- Capital decreases due to the one-time cost of painting tanks at the South Carroll Wastewater Treatment Plant in FY 17.

Freedom Sewer

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$290,905	\$315,070	\$341,671	\$340,900	8.20%	-0.23%
Benefits	210,281	219,060	220,860	224,185	2.34%	1.51%
Operating	1,651,655	1,975,230	1,975,230	1,972,660	-0.13%	-0.13%
Capital	937,548	6,385	6,385	39,400	517.07%	517.07%
Total	\$3,090,388	\$2,515,745	\$2,544,146	\$2,577,145	2.44%	1.30%
Employees FTE	7.33	7.33	7.33	7.50	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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Mission

To maintain and operate the Freedom Sewer system at peak performance, with no interruptions in service, while protecting the environment.

Description

Funds in this budget are used to operate and maintain the following facilities:

- 126 miles of collections lines
- 13 pumping stations
- A wastewater treatment plant

The Freedom Sewer system serves approximately 6,855 sewer accounts.

The wastewater treatment plant can process 3.5 million gallons per day. The County generates 78% of the flows and the State generates 22%. Maryland Environment Services (MES) owns and operates the plant.

Budget Changes

- The increase from FY 17 Original to Adjusted is due to salary adjustments.
- Personnel decreases due to personnel allocation changes.
- Operating decreases due to a decrease in emergency services and building maintenance and repair.
- Capital increases due to a one-time grinder replacement.

Freedom Water

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$651,429	\$654,680	\$644,530	\$674,597	3.04%	4.66%
Benefits	319,290	329,850	347,870	363,662	10.25%	4.54%
Operating	1,873,008	1,770,565	1,770,565	1,721,155	-2.79%	-2.79%
Capital	999,032	164,940	164,940	245,800	49.02%	49.02%
Total	\$3,842,760	\$2,920,035	\$2,927,905	\$3,005,214	2.92%	2.64%
Employees FTE	13.34	13.34	14.34	14.65	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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- Operating decreases due to one-time costs in FY 17 associated with repairs and replacements, partially offset by an increase in water purchases from the City of Baltimore.
- Capital increases due to repairs to Raincliffe Wells to increase redundancy within the system.

Mission

To provide the customers of the Freedom District with a potable water supply that meets or exceeds State standards.

Description

The Freedom area water-system includes:

- 139 miles of distribution lines
- One booster station
- Four water tanks
- Two ground wells

The Freedom Water system serves approximately 8,477 accounts.

The 4 million gallon water treatment plant was built in 2009. All water treated is purchased from Baltimore City and is taken from Liberty Reservoir. There is one booster station, located at Martz Road, needed to move the water through the distribution lines in areas of low pressure in the system.

The four water tanks are located at:

- Kabik Court
- Martz Road
- Linton Road
- Liberty High School

The total holding capacity of the tanks is approximately 3 million gallons. The tanks are necessary to maintain the pressure in the system during times of heavy usage and for fire suppression efforts.

Budget Changes

- The decrease from FY 17 Original to Adjusted is due to employee turnover.
- Personnel increases due to a 3.0% salary increase, salary adjustments, and personnel allocation changes.
- Benefits increase due to employee turnover and changes in personnel allocation.

Hampstead Sewer

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$191,105	\$201,580	\$191,820	\$199,810	-0.88%	4.17%
Benefits	134,706	138,475	141,350	145,640	5.17%	3.04%
Operating	423,201	521,905	521,905	506,055	-3.04%	-3.04%
Capital	312,896	37,300	37,300	42,200	13.14%	13.14%
Total	\$1,061,908	\$899,260	\$892,375	\$893,705	-0.62%	0.15%
Employees FTE	4.33	4.33	4.33	4.15	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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Mission

To maintain and operate the Hampstead sewer system at peak performance with no interruptions in service while protecting the environment.

Description

The Hampstead sewer system services approximately 2,270 accounts and consists of:

- Thirty-five miles of collection lines
- Seven pumping stations
- A wastewater treatment plant

The seven pumping stations include:

- North
- Small Crossings
- Shiloh
- North Carroll Farms
- South Hampstead
- Eagle Ridge
- Robert's Field

The pumping stations are needed to move the wastewater through the collection lines in areas where the force of gravity is not sufficient to do so.

Budget Changes

- The decrease from FY 17 Original to Adopted is due to personnel allocation changes and employee turnover.
- Operating decreases due to a reduction in emergency services, maintenance, and repairs.
- Capital increases due to replacement pumps and small machinery.

Other Water/Sewer

Description	Actual FY 16	Original Budget FY 17	Adjusted Budget FY 17	Budget FY 18	% Change From Orig. FY 17	% Change From Adj. FY 17
Personnel	\$30,532	\$32,210	\$32,978	\$33,750	4.78%	2.34%
Benefits	19,285	20,185	20,785	23,743	17.63%	14.23%
Operating	60,496	51,010	51,010	57,020	11.78%	11.78%
Capital	84,632	0	0	7,500	100.00%	100.00%
Total	\$194,946	\$103,405	\$104,773	\$122,013	18.00%	16.45%
Employees FTE	0.66	0.66	0.66	0.66	-----	-----

Note: The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

Contact

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Mission

To maintain and operate the small sewer/water systems at peak performance, without interruptions in service, while protecting the environment.

Description

The funds in this budget support the following systems:

- Bark Hill Water
- Pleasant Valley Water
- Pleasant Valley Sewer

Bark Hill serves 62 accounts using two wells, a treatment plant, a 100,000 gallon water tank, and distribution lines.

Pleasant Valley water and sewer systems serve 53 accounts. The wastewater is gravity fed into the wastewater treatment plant and the water system includes one well and a 50,000 gallon water tank.

Budget Changes

- A 3% salary increase is included in FY 18.
- Benefits increase due to OPEB allocations.
- Operating increases due to building repairs and flow recorder calibration.
- Capital increases due to the one-time purchase of water hydrants and grates.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2018 TO 2023

	2018	2019	2020	2021	2022	2023	Prior Allocation	Balance to Complete	Total Project Cost
UTILITIES ENTERPRISE:									
Freedom District Relief Sewer No.10 (Sykesville Interceptor)	\$2,055,000	\$0	\$0	\$0	\$0	\$0	\$930,800	\$0	\$2,985,800
Freedom Sewer Rehabilitation	572,885	80,115	163,000	176,000	190,000	204,000	0	0	1,386,000
Freedom WTP Membrane Replacement	163,000	163,000	163,000	163,000	163,000	163,000	0	0	978,000
Freedom Wells and Connections	217,000	820,000	96,000	345,000	228,000	811,000	0	2,545,000	5,062,000
Gravity Sewer Main - Houcksville Rd to Treatment Plant	250,000	0	0	0	0	0	1,980,400	0	2,230,400
Hampstead Sewer Rehabilitation	572,885	5,115	332,000	270,000	283,000	297,000	0	0	1,760,000
Hampstead WWTP Effluent Line	1,968,000	0	0	0	0	0	0	0	1,968,000
Hydrant Replacements	124,000	71,000	17,000	17,000	18,000	19,000	0	0	266,000
North Pump Station Replacement	1,430,000	0	0	0	0	0	830,000	0	2,260,000
Patapsco Valley Pump Station Upgrade	0	0	0	0	0	115,000	0	651,000	766,000
Pleasant Valley WWTP Rehabilitation	0	0	0	0	351,000	0	0	0	351,000
Runnymede SBR Rehabilitation	0	0	0	0	0	297,000	0	0	297,000
Sewer Manhole Rehabilitation	200,000	210,000	221,000	232,000	243,000	255,000	0	0	1,361,000
Sewer Pipe Repair and Replacement	572,885	0	300,115	325,000	346,000	369,000	0	0	1,913,000
South Carroll High WWTP Rehabilitation	0	0	0	0	66,000	380,000	0	0	446,000
Specifications and Design Manual Update	82,500	0	0	0	0	0	0	0	82,500
Standby Generator Replacement	123,200	31,900	146,300	143,000	36,300	0	0	0	480,700
Sykesville Pump Station Replacement	0	0	0	0	0	70,000	0	0	70,000
Tank Painting, Repair and Rehabilitation	265,000	1,150,000	13,000	638,000	14,000	1,225,000	0	0	3,305,000
Town of Sykesville Streetscape Water and Sewer Upgrades	0	0	5,145,000	0	0	0	550,000	0	5,695,000
Town of Sykesville Water and Sewer Upgrades	0	0	0	0	240,000	1,600,000	0	8,855,733	10,695,733
Water Main Loops	352,000	370,000	389,000	300,000	1,282,000	250,000	0	0	2,943,000
Water Main Valve Replacements	306,900	322,300	338,800	353,800	372,900	401,500	0	0	2,096,200
Water Meters	621,500	652,300	685,300	719,400	754,600	792,000	0	0	4,225,100
Water Service Line Replacement	280,000	268,000	319,000	335,000	352,000	376,000	0	0	1,930,000
Water/Sewer Studies	203,000	182,000	0	0	0	0	765,000	0	1,150,000
Waters Edge Pump Station Rehabilitation	260,000	0	0	0	0	0	0	0	260,000
Winfield Pump Station Upgrade	0	0	0	0	181,500	0	0	0	181,500
UTILITIES ENTERPRISE TOTAL	\$10,619,754	\$4,325,731	\$8,328,515	\$4,017,200	\$5,121,300	\$7,624,500	\$5,056,200	\$12,051,733	\$57,144,933
SOURCES OF FUNDING:									
Transfer from General Fund	\$0	\$0	\$114,114	\$0	\$247,500	\$677,000	\$0	\$0	\$1,038,614
Reallocated Utilities User Fees	1,718,654	0	0	0	0	0	0	0	1,718,654
Utilities User Fees	4,661,100	3,505,731	3,213,401	3,672,200	4,405,800	4,407,680	4,125,400	318,040	27,519,352
Maintenance Fee	332,910	0	4,905,000	0	240,000	1,600,000	151,072	8,855,733	11,969,715
Area Connection Charges	1,939,090	820,000	96,000	345,000	228,000	939,820	779,728	2,877,960	12,930,598
Reallocated Area Connection Charges	1,968,000	0	0	0	0	0	0	0	1,968,000
UTILITIES ENTERPRISE TOTAL	\$10,619,754	\$4,325,731	\$8,328,515	\$4,017,200	\$5,121,300	\$7,624,500	\$5,056,200	\$12,051,733	\$57,144,933

**COMMUNITY INVESTMENT PLAN - Schedule of Reappropriations
Fiscal Year 2018**

Reappropriations may occur when there are unspent budgeted funds from a completed or cancelled project or when there is an unallocated project that holds funds for a future use.

Enterprise Funds

	Project		Amount/Source		
	From	To	Current	Bonds	Other
6421 Sewer Main Rehabilitation		Freedom Sewer Rehabilitation	\$455,950.40		
6421 Sewer Main Rehabilitation		Hampstead Sewer Rehabilitation	455,950.40		
6421 Sewer Main Rehabilitation		Sewer Pipe Repair and Replacement	455,950.40		
6426 West Hampstead Sewer Upgrade		Freedom Sewer Rehabilitation	116,934.23		
6426 West Hampstead Sewer Upgrade		Hampstead Sewer Rehabilitation	116,934.23		
6426 West Hampstead Sewer Upgrade		Sewer Pipe Repair and Replacement	116,934.23		
6430 Hampstead WWTP ENR Upgrade		Hampstead WWTP Effluent Line	1,968,000.00		
		Total	\$3,686,653.89	\$0.00	\$0.00

Grant Fund

Grant Fund Summary

Sources of Funding	Actual	Original	Adjusted ¹	Budget	% Change	% Change
	FY 16	Budget FY 17	Budget FY 17	Budget FY 18	From Orig. FY 17	From Adj. FY 17
Federal	\$5,515,750	\$5,350,597	\$5,556,642	\$5,404,542	1.01%	-2.74%
Federal / Pass thru State	3,680,097	4,382,034	5,258,332	4,954,872	13.07%	-5.77%
State	3,244,536	2,750,339	3,017,821	2,945,141	7.08%	-2.41%
Endowments	76,223	30,000	30,000	30,000	0.00%	0.00%
Recreation Program Fees	236,560	176,900	176,900	176,900	0.00%	0.00%
Miscellaneous	190,788	0	0	0	0.00%	0.00%
Donations	145,910	63,000	79,500	92,903	47.47%	16.86%
County Match	1,868,576	1,888,810	1,873,833	2,471,159	30.83%	31.88%
Total Sources of Funding	\$14,958,439	\$14,641,680	\$15,993,028	\$16,075,517	9.79%	0.52%

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 16	Budget FY 17	Budget FY 17	Budget FY 18	From Orig. FY 17	From Adj. FY 17
Aging and Disabilities	\$2,002,587	\$1,752,046	\$1,958,138	\$1,957,936	11.75%	-0.01%
Business Employment Resource Center	896,695	1,539,320	1,716,217	1,452,892	-5.61%	-15.34%
Carroll Community College	300,000	300,000	300,000	284,040	-5.32%	-5.32%
Circuit Court	798,073	632,250	945,201	743,800	17.64%	-21.31%
Citizen Services State	2,491	4,000	4,000	4,000	0.00%	0.00%
Comprehensive Planning	55,740	70,000	70,000	70,000	0.00%	0.00%
Conservation and Natural Resources	6,125	0	0	0	0.00%	0.00%
County Attorney	0	0	195,128	0	0.00%	-100.00%
Farm Museum Endowment	37,923	30,000	35,000	30,000	0.00%	-14.29%
Housing and Community Development	6,301,437	5,606,693	5,616,184	5,767,234	2.86%	2.69%
Local Management Board	1,165,165	1,155,667	1,195,253	1,165,271	0.83%	-2.51%
Non-Profits	0	0	204,271	0	0.00%	-100.00%
Public Safety	565,432	527,520	451,490	863,748	63.74%	91.31%
Public Works Transit	1,753,217	2,485,974	2,487,474	3,047,350	22.58%	22.51%
Recreation	287,655	185,000	185,000	185,000	0.00%	0.00%
Solid Waste	0	0	12,000	0	0.00%	-100.00%
Sheriff Services	324,370	204,610	459,864	357,946	74.94%	-22.16%
State's Attorney's Office	753,228	113,600	122,808	111,300	-2.02%	-9.37%
Tourism	35,057	35,000	35,000	35,000	0.00%	0.00%
Total Uses of Funding	\$15,285,193	\$14,641,680	\$15,993,028	\$16,075,517	9.79%	0.52%

¹At the time the FY 17 Budget was adopted, it was still uncertain if the County would continue to receive some grants, get new grants, or the amount of those grants. Because of this uncertainty, the Adjusted Budget column is the most accurate.

FY 18 Program Summary by Function

Function	County Match/Contribution	Grant Funding	Total Program
Aging and Disabilities	\$96,750	\$1,861,186	\$1,957,936
Business and Employment Resource Center	0	1,452,892	1,452,892
Carroll Community College	284,040	0	284,040
Circuit Court	86,900	656,900	743,800
Citizen Services State	4,000	0	4,000
Comprehensive Planning	0	70,000	70,000
Farm Museum Endowment	0	30,000	30,000
Housing and Community Development	30,380	5,736,854	5,767,234
Local Management Board	43,850	1,121,421	1,165,271
Public Safety	409,080	454,668	863,748
Public Works Transit	1,383,450	1,663,900	3,047,350
Recreation	8,100	176,900	185,000
Sheriff Services	68,800	289,146	357,946
State's Attorney's Office	55,800	55,500	111,300
Tourism	0	35,000	35,000
Total Grants	\$2,471,150	\$13,604,367	\$16,075,517

Aging and Disabilities – Grants

Grant Title	FY 16 Budget	FY 17 Budget	FY 18 Budget	Percent Change	County Contribution
Title III C1 (Congregate Meals)	\$306,846	\$271,402	\$276,876	2.02%	\$0
Title III C2 (Home Delivered Meals)	102,616	86,190	84,067	-2.46%	0
Title III B (Supportive Services)	146,017	203,348	232,361	14.27%	30,000
Title III D (Health Promotion)	9,000	9,000	9,000	0.00%	0
Senior Inclusion Program	293,969	298,980	305,066	2.04%	0
Senior Guardianship Program	38,908	35,037	58,600	67.25%	0
Senior Information and Assistance	76,345	77,707	99,988	28.67%	61,500
Senior Health Insurance Program	26,587	29,982	23,283	-22.34%	0
Senior Coordinated Community Care	176,924	179,818	175,567	-2.36%	5,250
Senior Assisted Housing	90,604	98,000	96,840	-1.18%	0
Senior Medicare Patrol Program	6,979	5,776	3,878	-32.86%	0
Federal Financial Participation	74,628	100,000	112,000	12.00%	0
Case Management and Supports Planning	222,000	235,000	235,000	0.00%	0
Money Follows Person	10,000	7,000	10,000	42.86%	0
National Caregiver	59,894	56,992	57,741	1.31%	0
Ombudsman	58,738	57,814	61,405	6.21%	0
Senior Citizens Center Operating Fund	0	0	12,432	100.00%	0
Veterans Services	0	0	80,000	100.00%	0
Veterans Directed Home Services	0	0	23,832	100.00%	0
Total Aging Grants	\$1,700,055	\$1,752,046	\$1,957,936	11.75%	\$96,750

Some grants require the County to match funding or contribute a certain percentage of the cost of the program in order to receive the grant funding. The County is contributing more than the required match for these grants and supports an operating budget for Aging of \$1,269,300.

Title III C1 Congregate Meals

These funds support various health and nutritional programs offered at the five senior centers located throughout Carroll County. This program provides for a balanced nutrition program at each of the centers for adults 60 years of age and older.

Title III C2 Home Delivered Meals

These funds support the delivery of meals to homebound persons who are unable to shop for and/or prepare meals for themselves due to illness, injury, or disability. Two meals are provided daily.

Title III B

Programs supported by these funds include the ombudsman program, elder abuse, outreach, education, in-home care, training, counseling, advocacy, legal assistance, income tax assistance, employee assistance programs, and transportation.

Title III D Health Promotion

These funds are used to improve the level of functioning and increase the level of independence for older adults by providing education and essential services to promote overall health, physical fitness, and mental acuity for all seniors.

Senior Inclusion Program

This program is designed to offer both structured and non-structured activities to older adults with disabilities within a mainstreamed setting.

Senior Guardianship

This program services adults who, as determined by a court of law, require a surrogate decision maker. Decisions made by the Public Guardian include medical care involving surgery, invasive diagnostic procedures, medications, and placement in nursing homes or community facilities.

Senior Information and Assistance

The Senior Information and Assistance program is the first step in finding resources, public benefits, services, and activities for older adults, their families, and friends. Assessment, follow-up service, assistance in completing applications, and referrals to other public and private agencies are also part of the Senior Information and Assistance services. This program is part of a state and national network that provides information about community programs for older adults anywhere in the United States.

Aging and Disabilities – Grants

Senior Health Insurance Program

Senior Health Insurance Assistance program provides health insurance information and counseling services to Medicare beneficiaries, regardless of age, and their families and caregivers. Anyone is welcome to call with long-term care insurance questions, questions about Medicare billing issues, and prescription drug help. Trained volunteers provide confidential counseling services free of charge.

Senior Coordinated Community Care

This program helps older adults remain in their homes. Senior Care serves moderately to severely impaired persons 65 years or older who are at risk of entering nursing homes.

Senior Assisted Housing

Senior Assisted Housing funds provide housing and supportive services, personalized assistance, health-related services, or a combination of these services to meet the needs of residents who are unable to perform, or who need assistance in performing the activities of daily living, in a way that promotes optimum dignity and independence for residents.

Senior Medicare Patrol Program

The purpose of this program is to increase senior awareness of healthcare fraud, waste, and abuse and to mobilize national, state, and community resources to work together in resolving and publicizing healthcare fraud concerns.

Federal Financial Participation

This funding supports the administrative costs related to the Community First Choice and Maryland Access Point.

Case Management and Supports Planning

This program, formally known as Community Options Waiver, services individuals who are medically, technically, and financially eligible for Medicaid waiver services who have been transitioned or diverted from a nursing facility. Eligible individuals must be age 18 years or over, require a nursing facility level of care, choose to receive services in the community, and have a cost neutral plan of services that supports the individual to safely live in the community.

Money Follows Person

This program helps people transition from an institution, for example, a nursing facility, to community living in an apartment, private home, or small group setting.

National Caregiver Support Program

This program provides support to the caregivers of the elderly. Some of the services provided are respite care, training, support groups, informational resources, and referrals to community agencies where services may be obtained.

Ombudsman

The Long-Term Care Ombudsman Program upholds the rights of residents of nursing homes and assisted living facilities in Carroll County. Information and education is provided about long-term care, including Resident's Rights, Restraints, and Elder Abuse.

Senior Citizens Center Operating Fund

This funding supports an evidence-based program designed to improve strength, mobility, flexibility, and balance for enhanced overall physical and mental health in daily activities.

Veterans Services

This program provides case management and financial resources for veterans' needs such as housing, auto repairs, job training, or educational opportunities and coordinates assistance through the Veterans Services Program of Carroll County and the Veteran's Advisory Council.

Veterans Directed Home Services

This program helps veterans self-direct and manage services that may be used to supplement or meet the veteran's long-term care support needs without resorting to assisted living or nursing home care.

Business and Employment Resource Center – Grants

Grant Title	FY 16 Budget	FY 17 Budget	FY 18 Budget	Percent Change	County Contribution
WIOA Title I-Adult	\$220,695	\$222,730	\$265,605	19.25%	\$0
WIOA Title I-Dislocated Worker	788,172	930,120	761,404	-18.14%	0
WIOA Title I-Youth	233,065	232,540	280,594	20.66%	0
WIOA Admin	137,992	153,930	145,289	- 5.61%	0
Total BERC Grants	\$1,379,924	\$1,539,320	\$1,452,892	-5.61%	\$0

WIOA Title I-Adult

These funds, provided under the Workforce Investment Opportunity Act (WIOA), are used to provide the following services to adults on two levels:

Core Level

- Outreach
- Initial orientation and assessment
- Job search and placement assistance
- Career counseling
- Labor market information
- Access to training

Intensive Level

- Individual employment plans
- Planning and case management
- Training services
- Short-term prevocational services
- Support services (transportation and child care)

Clients that are low income, lack high school diplomas/GEDs, have reading and/or math deficiencies, ex-offenders, disabled, or homeless are given priority.

WIOA Title I-Dislocated Worker

These funds, provided under the Workforce Investment and Opportunity Act, are used to provide services to adults who have been laid off as a result of permanent closure, or who have received notice of impending termination of layoff as a result of permanent closure or substantial layoff within a facility. Self-employed individuals currently unemployed due to general economic conditions or natural disaster and displaced homemakers are also eligible for the following two levels of services under this grant:

Core Level

- Initial orientation and assessment
- Job search and placement assistance
- Career counseling
- Labor market information
- Access to training

Intensive Level

- Individual employment plans
- Comprehensive and individual assessments
- Support services (transportation and child care)
- Planning and case management

- Training services
- Short-term prevocational services
- Counseling and career planning

WIOA Title I-Youth

This program combines a year-round training strategy with a summer employment component fusing youth development activities with traditional employment and training activities, as provided under the Workforce Investment Opportunity Act. This program integrates academic and vocational education, work-based and classroom-based instruction, and links to the market and employers.

The program serves youths 14 - 24 years of age who are economically disadvantaged and meet at least one of the following six specific barriers to employment:

- Basic skills deficient
- High school drop out
- Homeless
- Runaway or foster child
- Pregnant or parenting
- Offender

In an effort to focus resources on those most in need, 75% of the funds must be expended on out-of-school youth.

WIOA Title I-Admin

These funds assist in paying associated administrative costs for the other WIOA programs listed in this section.

Carroll Community College – Grant

Grant Title	FY 16 Budget	FY 17 Budget	FY 18 Budget	Percent Change	County Contribution
Adult Basic Education	\$300,000	\$300,000	\$284,040	-5.32%	\$284,040
Total Community College Grant	\$300,000	\$300,000	\$284,040	-5.32%	\$284,040

Adult Basic Education

The grant from the Maryland Department of Education requires a local match. The funds go toward educational services for adults who want to obtain a high school diploma, increase their basic job skills, and improve their literacy skills. The State is projected to provide \$256,842 to the College.

Circuit Court – Grants

Grant Title	FY 16 Budget	FY 17 Budget	FY 18 Budget	Percent Change	County Contribution
Family Law Administration	\$392,612	\$481,523	\$481,500	0.00%	\$71,000
Child Support Enforcement	34,840	34,240	38,400	12.15%	11,900
Drug Treatment Court	204,109	219,421	223,900	2.04%	4,000
Total Circuit Court Grants	\$631,561	\$735,184	\$743,800	1.17%	\$86,900

Family Law Administration

This grant supports services such as providing referrals and court assistance in family cases. This includes the following functions and staffing:

- The Settlement Officers (outside attorneys) preside over settlement conferences to facilitate family law case settlements to reduce the number of trials.
- The Mediation Coordinator reviews domestic files to determine which cases are appropriate for mediation and coordinates the mediation process, attends domestic violence final protective order hearings to conduct facilitated settlements for consent orders, and mediates cases for same day hearings at the request of the Master or Judge when available.

Child Support Enforcement

The Circuit Court Child Support program facilitates the recovery of child support payments.

Drug Treatment Court Grant

The Drug Treatment Court Grant provides funds for treatment of adults convicted of drug and alcohol related offenses who have committed non-violent crimes.

Citizen Services State – Grant

Grant Title	FY 16 Budget	FY 17 Budget	FY 18 Budget	Percent Change	County Contribution
Health Department - Emergency Funds	\$4,000	\$4,000	\$4,000	0.00%	\$4,000
Total Citizen Services State	\$4,000	\$4,000	\$4,000	0.00%	\$4,000

Health Department - Emergency Funds

The funds from this grant are used for eligible clinic patients for necessary and immediate primary medical services not covered by any other health insurance. Eligibility is based on the Federal Income Guidelines which state that an applicant's gross income must fall at or below 185 percent of the U.S. Poverty Income Guidelines. These funds will be used only for direct diagnostic and treatment services for specified medical conditions.

Comprehensive Planning – Grant

Grant Title	FY 16 Budget	FY 17 Budget	FY 18 Budget	Percent Change	County Contribution
UPWP	\$70,820	\$70,000	\$70,000	0.00%	\$0
Total Comprehensive Planning Grant	\$70,820	\$70,000	\$70,000	0.00%	\$0

UPWP

Unified Planning Work Program for Transportation Planning details projects and other activities to be completed by the Baltimore Regional Transportation Board. Members include:

- Annapolis
- Anne Arundel County
- Baltimore City
- Baltimore County
- Carroll County
- Harford County
- Howard County
- Queen Anne's County

Farm Museum Endowment – Grant

Grant Title	FY 16 Budget	FY 17 Budget	FY 18 Budget	Percent Change	County Contribution
Farm Museum Endowment	\$30,000	\$30,000	\$30,000	0.00%	\$0
Total Farm Museum Endowment Grant	\$30,000	\$30,000	\$30,000	0.00%	\$0

Farm Museum Endowment

The Farm Museum Endowment revenues are derived from a portion of yearly admission passes, donations to the Farm Museum, gift shop revenues, and fundraisers run by the Farm Museum Board of Governors. The funds are earmarked for operating costs for the Farm Museum such as historic restoration projects, educational materials for exhibits, and purchases for the onsite gift shop.

Housing and Community Development – Grants

Grant Title	FY 16 Budget	FY 17 Budget	FY 18 Budget	Percent Change	County Contribution
HUD Housing Choice – Voucher	\$5,819,877	\$5,296,969	\$5,350,914	1.02%	\$0
Family Self Sufficiency	53,627	53,628	53,628	0.00%	0
Rental Allowance	40,000	40,000	40,000	0.00%	0
Emergency and Transitional Housing Services	55,100	42,444	42,444	0.00%	0
Emergency Solutions Grant	50,000	116,653	111,000	-4.85%	0
Homeless Prevention Program	0	11,499	11,499	0.00%	0
Service Linked Housing	0	17,500	17,500	0.00%	0
Women’s Shelter	109,869	0	109,869	100.00%	0
Continuum of Care	23,000	28,000	30,380	8.50%	30,380
Total Housing and Community Development Grants	\$6,151,473	\$5,606,693	\$5,767,234	2.86%	\$30,380

HUD Housing Choice – Vouchers

This federally funded, tenant-based program provides rental subsidies for low-income eligible families already living or working in Carroll County. Effective October 1, 1999 the existing certificate, voucher programs, and portability payments began a consolidation process. The new program, Housing Choice Vouchers, allows the recipient to contribute their own resources toward their choice of housing. Included in the grant is funding for administration of the voucher program. These funds are used for salaries, benefits, and supplies that are necessary for the distribution, monitoring, and accounting of the vouchers.

Family Self-Sufficiency

This federally funded program’s goal is to increase participants’ economic independence within five years. Qualified families can contract to establish escrow accounts proportionate to their increased incomes, targeting the funds toward achieving major life goals such as higher education or home ownership.

Rental Allowance

The purpose of this program is to provide emergency financial housing assistance for eligible homeless, or at risk of being homeless, families in Carroll County. These Maryland Department of Housing and Community Development funds assist five families in a twelve-month period.

Continuum of Care

These funds are for the required match for HUD mandated Coordinated Intake and Assessment project, the required match and leasing costs for HSP’s Permanent Supportive Housing projects, and the match for the Planning Grant.

Emergency and Transitional Housing Services Program and Service Linked Housing

These funds provide emergency transitional housing to clients that find themselves without a permanent residence. The services include: bed space, food, clothing, and items for personal hygiene. Additional services are provided in an effort to help the client become independent. The staff counsels the clients on the barriers that have placed them in their current situation, setting goals and establishing time lines for reaching their goals. The staff also sets a fee for services if the applicant has income. This program is administered through the Human Services Program of Carroll County.

Women’s Shelter

Funds received are used to assist with the operation of the Women’s Shelter, which include shelter, food, laundry, case management, and counseling. The Human Services Program of Carroll County manages the Women’s Shelter with oversight provided by the Department of Citizen Services.

Local Management Board – Grants

Grant Title	FY 16 Budget	FY 17 Budget	FY 18 Budget	Percent Change	County Contribution
Adventure Diversion Program	\$76,665	\$77,061	\$86,665	12.46%	\$0
Brief Strategic Family Therapy	118,737	0	0	0.00%	0
Community Programs	0	448,102	448,102	0.00%	0
Cultural Navigator	27,601	0	0	0.00%	0
Get Connected Family Resource Center	118,286	0	0	0.00%	0
Interagency Family Preservation	356,247	356,247	356,247	0.00%	0
MOU Administration	164,083	148,433	148,433	0.00%	43,850
Parents as Teachers	183,478	0	0	0.00%	0
Safe and Stable Families	125,824	125,824	125,824	0.00%	0
Total Local Management Board Grants	\$1,170,921	\$1,155,667	\$1,165,271	0.83%	\$43,850

Adventure Diversion Program

The funds from this grant support an alternative intervention program for juveniles who violate Court orders and are at risk for out-of-home placement.

Brief Strategic Family Therapy

This grant supports family-based interventions aimed at treating child adolescent behavior problems. The goal is to improve child behavior by improving family interaction and communication. This program is no longer funded by the State.

Community Programs

The Governor's Office for Children is shifting its focus to disconnected youth aged between 16 and 24 making future funding of all program uncertain. The new grant application process should include level funding for new programs.

Cultural Navigator

This grant provides referral information for community resources to the Hispanic Community. The Cultural Navigator works closely with the family navigators of the Get Connected Resource Center. This program was no longer funded by the State.

Get Connected Family Resource Center

The funds from this grant support a single point of contact for information and referral and for Family Navigators to work with families of children with intensive needs and to locate resources and secure services. This program is no longer funded by the State.

Interagency Family Preservation Program

This State grant supports the Interagency Family Preservation Program. This program provides crisis intervention and stabilization services for families whose children are at imminent risk of being placed outside of the home. Services are provided in the home and community, are time limited and are individualized to meet the strengths and needs of the families.

MOU Administration

This State grant supports the administration and operations of the Local Management Board within the Department of Citizen Services. This Board is responsible for the planning, development, evaluation, and fiscal management of community based services for the children and families in Carroll County.

Parents as Teachers

This grant provides parent education and support for families with children from birth to five years of age. The staff conducts home visits, developmental screenings, and group meetings in order to adequately prepare children to enter kindergarten.

Safe and Stable Families

This State grant provides funding to the Youth Services Bureau of Carroll County to collaborate efforts with the Human Services Program and the Department of Social Services to conduct evidenced-based treatment services to children five and under. The partnership will work with the families to provide a continuum of family and mental health services to support, strengthen, and preserve families in Carroll County.

Public Safety – Grants

Grant Title	FY 16 Budget	FY 17 Budget	FY 18 Budget	Percent Change	County Contribution
Hazardous Material Emergency Planning	\$111,350	\$116,770	\$234,435	100.77%	\$109,080
Homeland Security Grants	407,450	410,750	329,313	-19.83%	0
Volunteer Recruitment and Retention Grant	0	0	300,000	100.00%	300,000
Total Public Safety Grants	\$518,800	\$527,520	\$863,748	63.74%	\$409,080

Hazardous Material Emergency Planning

The Hazardous Material Emergency Preparedness program is a Federal pass-through program providing planning and training funds. Under the Hazardous Material Transportation Uniform Safety Act, Section 117A, the grant provides for hazardous materials training and emergency planning training. The State Emergency Response Commission awards these funds to the Local Emergency Planning Committee.

The grant provides funds for:

- Services to maintain the Carroll County Hazardous Materials Plan
- Planning and training for the Local Emergency Planning Committee
- Yearly renewal of the computer-based hazardous materials emergency response program for hazardous materials incidents

Homeland Security Grants

State Homeland Security funds support the implementation of State Homeland Security Strategies to address the identified planning, organization, equipment, training, and exercise needs to prevent, protect against, mitigate, respond to, and recover from acts of terrorism and other catastrophic events.

Urban Areas Security Initiative program funds address the unique planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas, and assists them in building an enhanced and sustainable capacity to prevent, protect against, mitigate, respond to, and recover from acts of terrorism.

Volunteer Recruitment and Retention Grant

The Volunteer Recruitment and Retention Grant was established to provide incentives for volunteer firefighters and emergency services personnel. Program details will be recommended by the Carroll County Volunteer Emergency Services Work Group, which consists of members from CCVESA and Carroll County Government staff. The Board of Commissioners will make final decisions about program details and distributions from the grant. In FY 18, the Board of Commissioners included one-time funding to establish this grant.

Public Works Transit – Grants

Grant Title	FY 16 Budget	FY 17 Budget	FY 18 Budget	Percent Change	County Contribution
Section 5311 - Capital	\$566,472	\$786,400	\$971,000	23.47%	\$97,100
Section 5311 - Operating	215,917	215,917	254,051	17.66%	101,260
SSTAP Operating	234,529	234,529	294,698	25.66%	147,550
Section 5307 - Operating	1,112,428	1,249,128	1,356,566	8.60%	866,505
Transit Administration	0	0	171,035	100.00%	171,035
Total Public Works Transit Grants	\$2,129,346	\$2,485,974	\$3,047,350	22.58%	\$1,383,450

The FY 18 figures match the grant application. The budget for operating is contingent on receiving grant funds. In prior years, Transit Administration was included in the Section 5307 – Operating grant.

Section 5311

This grant includes Federal and State funds allocated for the operating assistance of rural area public transportation. These funds are utilized for operating expenses as well as capital expenditures for the Carroll Transit System, operated by Ride With Us. Included in FY 18 is funding for a five-year transportation development plan.

SSTAP Operating

The Statewide Special Transportation Assistance Program (SSTAP) is a grant obtained through the Mass Transit Administration. These funds are issued to provide transportation services for the elderly and/or persons with disabilities.

Carroll Transit System provides transportation services for Carroll County residents who are unable to provide their own transportation. Primary users include the elderly and persons with disabilities. Transportation services are utilized for senior centers, social rehabilitation, employment, education, medical appointments and shopping.

Section 5307 – Operating

Section 5307 funding is a program that provides funds for transportation management areas. A transportation management area is an urbanized area with a population between 50,000 and 200,000. Carroll Transit System provides this service for Carroll County. In prior years, funding for transit administration was included in this grant with 100% County dollars.

Transit - Administration

The transit administration expense of \$171,035 is 100% County funded. The budget includes the Transportation Grants Coordinator position, health and fringe benefits, software, and other miscellaneous expenses associated with the administration of the Transit program.

Recreation – Grants

Grant Title	FY 16 Budget	FY 17 Budget	FY 18 Budget	Percent Change	County Contribution
Community Recreation Programs	\$120,000	\$150,000	\$150,000	0.00%	\$8,100
Community Recreation Trips	55,000	35,000	35,000	0.00%	0
Total Recreation Grants	\$175,100	\$185,000	\$185,000	0.00%	\$8,100

Community Recreation Programs

The Bureau of Recreation offers a wide variety of activities through its Community Recreation Programs. These programs are designed to supplement the many fine programs that are available through the volunteer recreation councils. Program guides feature activities available for adults, youth, and families at a variety of sites throughout the County. A County contribution of \$8,100 helps offset operating costs associated with the therapeutic recreation programs that the County provides for individuals with developmental and physical disabilities. This is due, in part, to the low teacher/student ratios required for these types of programs. The remainder of this budget is funded through student registration fees.

Community Recreation Trips

Program guides feature one-day sightseeing tours, Broadway shows, and other attractions available for adults, youth, and families at a variety of destinations.

Sheriff's Office – Grants

Grant Title	FY 16 Budget	FY 17 Budget	FY 18 Budget	Percent Change	County Contribution
Child Support	\$154,440	\$142,010	\$173,720	22.33%	\$35,000
High Intensity Drug Trafficking Area	67,500	67,500	67,500	0.00%	0
Motor Carrier Safety Assistance Program	15,000	20,000	20,000	0.00%	0
National Children's Alliance	10,000	10,000	10,000	0.00%	0
Protective Order	5,844	5,604	5,604	0.00%	0
School Bus Safety Enforcement	12,288	12,288	12,288	0.00%	0
Sexual Offender and Compliance Enforcement in Maryland	15,264	15,034	15,034	0.00%	0
Violence Against Women Act	67,570	52,600	53,800	2.28%	33,800
Total Sheriff's Office Grants	\$347,906	\$325,036	\$357,946	10.13%	\$68,800

Child Support Unit

The Sheriff's Office Child Support Unit is mandated by law to locate absent parents and serve complaints, summonses, and subpoenas. Additional responsibilities include researching and executing arrest warrants and writs.

High Intensity Drug Trafficking Area (HIDTA)

The HIDTA grant provides assistance to Federal, state, and local enforcement agencies operating in areas determined to be critical drug-trafficking regions.

Motor Carrier Safety Assistance Program

The objective of this program is to reduce the number of commercial truck and bus related crashes, fatalities, and injuries resulting from improper operation of motor vehicles and aggressive driving behavior.

National Children's Alliance

The National Children's Alliance grant funds training for the staff of the Carroll County Advocacy and Investigation Center (CCAIC). The unit provides services to children who are or have been physically and/or sexually abused as well as those who have been victims of sexual assault.

The unit is made up of staff from:

- Carroll County State's Attorney's Office
- Carroll County Sheriff's Office
- Department of Social Services
- Family and Children's Services
- Maryland State Police
- Westminster City Police

Protective Order (DVUP)

The program provides funding assistance to local sheriffs and police departments to create specialized units for service of ex partes and protective orders and to update and maintain their domestic violence databases. This is part of the Domestic Violence Unit Program.

School Bus Safety Enforcement

The School Bus Safety Enforcement Fund provides state grant funds to law enforcement agencies for enforcement programs that target drivers who fail to stop for school bus vehicles. This grant includes proactive safety measures such as overtime for officers, public service announcements, and speed enforcement assistance. Drivers illegally passing school bus vehicles while loading and unloading students are identified and issued the appropriate warning and/or fine.

Sexual Offender Compliance and Enforcement in Maryland (SOCEM)

The SOCEM Program is under the authority of the Governor's Office of Crime Control and Prevention (GOCCP). Program funds provide resources to the designated Maryland law enforcement agencies that are responsible for the registration and compliance enforcement of sexual offenders that reside in the jurisdiction on the Maryland Sex Offender Registry.

Violence Against Women's Act (VAWA)

The Violence Against Women grant, along with the county match, funds a full-time coordinator whose responsibilities include managing activities within the unit, inputting and verifying information specific to criminal justice programs, and interviewing victims.

State's Attorney's Office – Grants

Grant Title	FY 16 Budget	FY 17 Budget	FY 18 Budget	Percent Change	County Contribution
Child Support Unit	\$851,200	\$0	\$0	0.0%	\$0
Violence Against Women Act	114,685	119,957	111,300	-7.22%	55,800
Total State's Attorney's Office Grants	\$965,885	\$119,957	\$111,300	-7.22%	\$55,800

Violence Against Women Act

The Violence Against Women Act grant funds a portion of the salary and benefits of a full-time attorney who deals solely with the area of Domestic Violence.

Tourism – Grant

Grant Title	FY 16 Budget	FY 17 Budget	FY 18 Budget	Percent Change	County Contribution
Maryland Tourism Development Board	\$45,000	\$35,000	\$35,000	0.00%	\$0
Total Tourism Grant	\$45,000	\$35,000	\$35,000	0.00%	\$0

Maryland Tourism Development

The funds from this grant are used to advertise Carroll County as a tourist destination. Some of the publications that have been used for this advertising are:

- *Preservation Magazine*
- *American Heritage*
- *Recreation News*
- *AAA World Magazine*

The funding from this grant has also allowed Carroll County to participate in some cooperative advertising with the State of Maryland such as advertising in:

- *Better Homes and Gardens*
- *Southern Living*
- *Style Magazine*
- *Great Vacations Getaways*
- *America's Best Vacations*

*OPEB,
Pension Trust,
and
Special Revenue Funds*

Other Post Employment Benefits Trust Fund

Other Post Employment Benefits (OPEB) includes medical and prescription coverage for retirees. Funds are being accumulated to meet this future liability.

Sources of Funding	FY 16	FY 17	FY 18	Increase
	Actual	Budget	Budget	(Decrease)
OPEB Contribution - Transfer from General Fund	\$10,103,580	\$10,103,580	\$10,550,000	\$446,420
Retiree Contributions	566,063	475,000	500,000	25,000
Interest	14,294	0	0	0
Unrealized Gain/(Loss)	1,239,312	0	0	0
Total Sources of Funding	\$11,923,249	\$10,578,580	\$11,050,000	\$471,420

Uses of Funding				
Budgeted Employer OPEB Trust Contribution	\$0	\$5,150,000	\$5,150,000	\$0
Audit Fees	5,000	0	0	0
Consulting Fees	6,500	0	0	0
Retiree Health Benefit Payments	4,100,178	5,428,580	5,900,000	471,420
Total Uses of Funding	\$4,111,678	\$10,578,580	\$11,050,000	\$471,420

Pension Trust Fund

The Carroll County Pension Plan, a defined benefit pension plan, was implemented July 1, 2003. The Plan covers regular non-contractual employees hired July 1, 1985 and after, and provides a monthly payment to retirees beginning at age 62 or after 30 years of service. Reduced payments are available to retirees at age 55 in cases where age plus years of County service equals or exceeds 80. In October 2009, the Pension Plan was enhanced and County contributions to the 401(k) accounts of County Pension Plan participants were discontinued. Beginning FY 18, the Pension Plan for the Correctional Deputies was enhanced by reducing normal retirement from 30 years of service to 25 years, accelerating accrual rates for service, and crediting years of pre-employment military service. Correctional Deputies' contribution increases from 5% to 8% of their salary. Administrative and oversight functions are the responsibility of the Pension Plan Committee, consisting of four individuals as set forth in the Plan document, and two Plan participants selected by the County Commissioners.

Sources of Funding	FY 16	FY 17	FY 18	Increase
	Actuals	Budget	Budget	(Decrease)
Employer Pension Contribution	\$2,542,100	\$2,636,200	\$3,067,120	\$430,920
Unrealized Gain/(Loss)	1,353,793	0	0	0
Employee Pension Contribution	1,688,103	0	0	0
Total Sources of Funding	\$5,583,996	\$2,636,200	\$3,067,120	\$430,920

Uses of Funding				
Legal Fees	\$1,050	\$0	\$0	\$0
Audit Fees	5,000	0	0	0
Consulting Fees	79,534	0	0	0
Employee Pension Fund Payments	1,299,883	0	0	0
Budgeted Employer Pension Contribution	0	2,636,200	3,067,120	430,920
Total Uses of Funding	\$1,385,467	\$2,636,200	\$3,067,120	\$430,920

Certified Law Officers Pension Trust Fund

The Carroll County Certified Law Officers Pension Plan, a defined benefit pension plan, was established October 1, 2009. The Plan covers certified law enforcement officers employed by the Carroll County Sheriff's Office. A monthly benefit is provided for officers who attain 25 years of service or who leave employment after age 55 with at least 15 years of service. Officers with at least 15, but less than 25, years of service who leave employment prior to age 55 are eligible for a monthly pension at age 62. The Plan's Administrative Committee, consisting of four individuals, as set forth in the Plan Document, and two Pension plan participants selected by the County Commissioners, has responsibility for the oversight and administrative functions of the Plan.

Sources of Funding	FY 16	FY 17	FY 18	Increase
	Actual	Budget	Budget	(Decrease)
Employer Pension Contribution	\$680,880	\$798,560	\$797,580	(\$980)
Unrealized Gain/(Loss)	207,569	0	0	0
Employee Pension Contribution	415,820	0	0	0
Total Sources of Funding	\$1,304,269	\$798,560	\$797,580	(\$980)

Uses of Funding				
Audit Fees	\$2,600	\$0	\$0	\$0
Consulting Fees	16,230	0	0	0
Other Miscellaneous Fees	4,723	0	0	0
Certified Law Officers Pension Fund Payments	244,379	0	0	0
Budgeted Employer Pension Contribution	0	798,560	797,580	(980)
Total Uses of Funding	\$267,932	\$798,560	\$797,580	(\$980)

Length of Service Award Program Trust Fund

The Length of Service Award Program (LOSAP) Pension Trust Fund, a defined benefit pension plan, was implemented July 1, 2004. The Plan covers all volunteer firemen meeting eligibility requirements and provides a monthly payment to retirees beginning at age 60.

Sources of Funding	FY 16	FY 17	FY 18	Increase
	Actual	Budget	Budget	(Decrease)
Unrealized Gain/(Loss)	\$499,976	\$0	\$0	\$0
Transfer from General Fund	50,000	100,000	100,000	0
Total Sources of Funding	\$549,976	\$100,000	\$100,000	\$0

Uses of Funding				
Audit Fees	\$2,600	\$0	\$0	\$0
Consulting Fees	16,075	0	0	0
Other Professional Services	3,535	0	0	0
LOSAP Pension Fund Payments	675,742	0	0	0
Budgeted LOSAP Contribution	0	100,000	100,000	0
Total Uses of Funding	\$697,952	\$100,000	\$100,000	\$0

Special Revenue Fund

A Special Revenue Fund captures dedicated revenues until they are appropriated for use in other funds in a given year. In FY 16, the Commissioners voted to unrestrict the Cable Franchise Fee and transfer the balance for General Fund use. Also in FY 16, the County reclassified Ag Transfer Tax and Impact Fees to the Capital Fund. Hotel Rental Tax is applied to the hotel room rate and paid by the hotel guest. Proceeds of this tax are used for tourism and promotion of the County.

Sources of Funding	FY 16	FY 17	FY 18	Increase
	Actual	Budget	Budget	(Decrease)
Ag Transfer Tax	\$0	\$0	\$0	\$0
Cable Franchise Fee	0	0	0	0
Hotel Rental Tax	315,319	315,830	327,150	11,320
Impact Fees	0	0	0	0
Interest and Gain/(Loss)	885	0	0	0
Total Sources of Funding	\$316,204	\$315,830	\$327,150	\$11,320

Uses of Funding				
Transfer to Capital	\$0	\$0	\$0	\$0
Transfer to Operating	214,246	315,830	327,150	11,320
Total Uses of Funding	\$214,246	\$315,830	\$327,150	\$11,320

Watershed Protection and Restoration Fund

The Watershed Protection and Restoration Special Revenue Fund was established in FY 15 to ensure adequate funding for operating expenses related to the County and Municipalities' joint National Pollutant Discharge Elimination System (NPDES) Permit and Watershed Restoration efforts. Property Tax revenue, equal to the projected operating expenses for this purpose, is dedicated to the fund on an annual basis. The Municipalities fund the salaries of two NPDES Compliance Specialist positions and the County funds the benefits. The FY 18 Budget increases due to debt service.

Sources of Funding	FY 16	FY 17	FY 18	Increase
	Actual	Budget	Budget	(Decrease)
Dedicated Property Tax	\$1,098,230	\$1,945,853	\$2,218,160	\$272,307
Fund Balance	0	116,809	0	(116,809)
Town Contributions	50,326	96,858	101,890	5,032
Interest Revenue	1,329	600	4,280	3,680
Total Sources of Funding	\$1,149,885	\$2,160,120	\$2,324,330	\$164,210

Uses of Funding				
Personnel	\$942,097	\$1,021,310	\$1,073,040	\$51,730
Operating	124,999	165,300	165,300	0
Debt Service	0	973,510	1,085,990	112,480
Total Uses of Funding	\$1,067,096	\$2,160,120	\$2,324,330	\$164,210

Internal Service Funds

Fringe Benefits ISF

This Internal Service Fund (ISF) is used to capture the costs of self-insuring medical coverage and other benefits for County employees. Fringe Benefits Internal Service Fund includes items such as medical, dental, vision, prescription, and life insurance coverage.

Sources of Funding	FY 16 Actual	FY 17 Budget	FY 18 Budget	Increase (Decrease)
General Fund	\$15,668,203	\$15,369,600	\$13,640,700	(\$1,728,900)
Grant Fund	826,516	652,000	686,292	34,292
Watershed Protection and Restoration Fund	174,805	187,500	191,100	3,600
Enterprise Funds	995,354	1,012,900	1,039,908	27,008
Interest and Gain/(Loss)	26,483	0	0	0
Total Sources of Funding	\$17,691,361	\$17,222,000	\$15,558,000	(\$1,664,000)

Note: In FY 18, the General Fund transfer to the Fringe Benefits budget was reduced by \$2.0M to rebalance the Internal Service Fund.

Uses of Funding	FY 16 Actual	FY 17 Budget	FY 18 Budget	Increase (Decrease)
Employee Fringe Benefits	\$15,713,956	\$17,222,000	\$15,558,000	(\$1,664,000)
Total Uses of Funding	\$15,713,956	\$17,222,000	\$15,558,000	(\$1,664,000)

Risk Management Auto Damage ISF

This Internal Service Fund (ISF) is used to account for the cost of repairing County-owned vehicles after they have been damaged as the result of an accident. In FY 18, there is sufficient fund balance in this ISF so that no additional funding is required.

Sources of Funding	FY 16 Actual	FY 17 Budget	FY 18 Budget	Increase (Decrease)
General Fund	\$0	\$0	\$0	\$0
Insurance	61,888	0	0	0
Total Sources of Funding	\$61,888	\$0	\$0	\$0

Uses of Funding				
Vehicle Claims	\$129,223	\$0	\$0	\$0
Total Uses of Funding	\$129,223	\$0	\$0	\$0

Risk Management Insurance Deductible ISF

This Internal Service Fund (ISF) is used to account for deductibles paid by the County from property and liability claims. In FY 18, there is sufficient fund balance in this ISF so that no additional funding is required.

Sources of Funding	FY 16	FY 17	FY 18	Increase
	Actual	Budget	Budget	(Decrease)
General Fund	\$0	\$0	\$0	\$0
Total Sources of Funding	\$0	\$0	\$0	\$0

Uses of Funding				
Deductibles	\$3,894	\$0	\$0	\$0
Total Uses of Funding	\$3,894	\$0	\$0	\$0

Risk Management Liability ISF

This Internal Service Fund (ISF) is used to account for and finance the County's uninsured risk. This fund accounts for losses relating to property and liability claims filed against the County. In FY 18, there is sufficient fund balance in this ISF so that no additional funding is required.

Sources of Funding	FY 16	FY 17	FY 18	Increase
	Actual	Budget	Budget	(Decrease)
Insurance	\$26,463	\$0	\$0	\$0
Total Sources of Funding	\$26,463	\$0	\$0	\$0

Uses of Funding	FY 16	FY 17	FY 18	Increase
Claims	\$8,350	\$0	\$0	\$0
Total Uses of Funding	\$8,350	\$0	\$0	\$0

Risk Management Workers Compensation ISF

This Internal Service Fund (ISF) was established in FY 16 to account for the cost of the County's Workers Compensation claims. In FY 18 funding from other Risk Management ISFs is being allocated here to build up an appropriate fund balance.

Sources of Funding	FY 16	FY 17	FY 18	Increase
	Actual	Budget	Budget	(Decrease)
General Fund	\$998,920	\$1,196,114	\$1,050,000	(\$146,114)
Grant Fund	57,651	0	0	0
Watershed Protection and Restoration Fund	13,090	0	0	0
Enterprise Funds	58,724	0	0	0
Interest and Gain/(Loss)	2,078,650	0	0	0
Total Sources of Funding	\$3,207,035	\$1,196,114	\$1,050,000	(\$146,114)

Uses of Funding				
Claims	\$826,432	\$1,196,114	\$1,050,000	(\$146,114)
Total Uses of Funding	\$826,432	\$1,196,114	\$1,050,000	(\$146,114)

Position Summary

Position Summary

The following pages include a summary of positions in Carroll County government. All positions are General Fund positions unless specified as a Grant Fund, Enterprise Fund, or Special Revenue Fund position.

- General Fund positions are supported by taxes, fees, and other general fund revenues.
- Grant Fund positions are supported primarily by State and Federal grants.
- Enterprise Fund positions are supported by revenues generated by, and restricted to, use for a specific service; for example water and sewer charges.
- Special Revenue Fund positions are supported by funds dedicated for a specific purpose, for example Property Tax dedicated to Watershed Protection and Restoration Fund.

The categories are arranged by Department and/or Bureau. The summary lists Full-Time Equivalent (FTE) totals of full-time, part-time, or other number of employees within the department or bureau. In some cases, a position may be more than one of these. For example, the Circuit Court bailiffs are part-time and contractual.

- Full-Time (FT) are regular full-time positions with full benefits.
- Part-Time (PT) are positions scheduled for fewer than 30 hours per week with limited or no benefits.
- Other (O) are positions that are either subject to: the provisions of a contract that typically lasts for one year or less and have limited or no benefits (Contractual); hired for temporary, seasonal work and do not have benefits (Seasonal); or required by law with salaries set by law (By-Law).

Some of the positions included in the summary are paid by the County, but do not report to the County Commissioners. They are listed under Board of Elections, Sheriff's Office, Detention Center, Circuit Court, Circuit Court Magistrates, Orphan's Court, Volunteer Community Service Program, State's Attorney's Office, and Soil Conservation.

The overall number of authorized positions for FY 18 is 1,035.16 FTE, an increase of 5.59 FTE from the FY 17 Budget. New positions for FY 18 are a Drug Treatment and Education Liaison for the State's Attorney's Office and an Emergency Communications Systems Specialist. Also approved for FY 18 is a full-time Employment Consultant and increased hours for the Youth Program Specialist, both 100% grant funded.

Authorized Position History By Fund

	FY 16 Adjusted FTE				FY 17 Budget FTE				FY 17 Adjusted FTE				FY 18 Budget FTE			
County Attorney	9.75	---	0.63	10.38	9.75	---	0.63	10.38	6.75	---	0.00	6.75	6.75	---	0.00	6.75
County Attorney TOTAL	9.75	0.00	0.63	10.38	9.75	0.00	0.63	10.38	6.75	0.00	0.00	6.75	6.75	0.00	0.00	6.75
Economic Development Administration	5.75	---	---	5.75	5.75	---	---	5.75	5.75	---	---	5.75	5.75	---	---	5.75
BERC	2.85	---	---	2.85	2.85	---	---	2.85	2.85	---	---	2.85	2.85	---	---	2.85
Farm Museum	7.00	1.33	2.32	10.65	7.00	1.33	2.32	10.65	7.00	0.70	3.36	11.06	7.00	0.70	3.36	11.06
Tourism	1.00	---	1.90	2.90	1.00	---	1.90	2.90	1.00	---	1.90	2.90	1.00	---	1.90	2.90
Economic Development TOTAL	16.60	1.33	4.22	22.15	16.60	1.33	4.22	22.15	16.60	0.70	5.26	22.56	16.60	0.70	5.26	22.56
Human Resources	10.00	---	---	10.00	11.00	---	---	11.00	11.00	---	---	11.00	11.00	---	---	11.00
Personnel Services	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
Human Resources TOTAL	13.00	0.00	0.00	13.00	14.00	0.00	0.00	14.00	14.00	0.00	0.00	14.00	14.00	0.00	0.00	14.00
Land and Res. Management Administration	9.10	---	---	9.10	9.10	---	---	9.10	9.10	---	---	9.10	9.10	---	0.23	9.33
Development Review	8.00	---	---	8.00	8.00	---	---	8.00	8.00	---	---	8.00	8.00	---	---	8.00
Resource Management	9.90	---	---	9.90	9.90	---	---	9.90	9.90	---	---	9.90	9.90	---	---	9.90
Zoning Administration	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
Land and Resource Management TOTAL	31.00	0.00	0.00	31.00	31.00	0.00	0.00	31.00	31.00	0.00	0.00	31.00	31.00	0.00	0.23	31.23
Management and Budget Administration	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Budget	7.00	---	0.15	7.15	7.00	---	0.15	7.15	7.00	---	0.15	7.15	7.00	---	0.15	7.15
Grant Management	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Risk Management	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
Management and Budget TOTAL	15.00	0.00	0.15	15.15	15.00	0.00	0.15	15.15	15.00	0.00	0.15	15.15	15.00	0.00	0.15	15.15
Technology Services	31.00	---	---	31.00	31.00	---	---	31.00	31.00	---	---	31.00	31.00	---	0.17	31.17
Production and Distribution Services	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
Technology Services TOTAL	34.00	0.00	0.00	34.00	34.00	0.00	0.00	34.00	34.00	0.00	0.00	34.00	34.00	0.00	0.17	34.17
Administrative Hearings	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Audio Video Production	2.00	---	0.63	2.63	2.00	---	0.63	2.63	2.00	---	0.63	2.63	2.00	---	0.63	2.63
Board of Elections	---	---	0.60	0.60	---	---	0.25	0.25	---	---	0.60	0.60	---	---	0.62	0.62
Board of License Commissioners	1.00	---	0.38	1.38	1.00	---	0.38	1.38	1.00	---	0.38	1.38	1.00	---	0.38	1.38
County Commissioners	6.00	---	8.88	14.88	6.00	---	8.88	14.88	6.00	---	8.88	14.88	8.00	---	6.13	14.13
Gen Government Other TOTAL	10.00	0.00	10.49	20.49	10.00	0.00	10.14	20.14	10.00	0.00	10.49	20.49	12.00	0.00	7.76	19.76
Soil Conservation	5.00	0.63	---	5.63	5.00	0.63	---	5.63	5.00	0.63	---	5.63	5.00	0.63	---	5.63
Cons. and Natural Resources TOTAL	5.00	0.63	0.00	5.63	5.00	0.63	0.00	5.63	5.00	0.63	0.00	5.63	5.00	0.63	0.00	5.63
TOTAL General Fund	822.64	5.36	65.42	893.42	830.58	5.86	65.80	902.24	827.68	5.23	66.21	899.12	830.68	5.23	64.95	900.86

Authorized Position History By Fund

Enterprise Funds	FY 16 Adjusted FTE				FY 17 Budget FTE				FY 17 Adjusted FTE				FY 18 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Solid Waste Management	2.38	---	---	2.38	1.70	---	---	1.70	1.60	---	---	1.60	1.60	---	---	1.60
Northern Landfill	11.00	---	---	11.00	11.00	---	---	11.00	11.00	---	---	11.00	11.00	---	---	11.00
Recycling	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Solid Waste Accounting	5.75	---	---	5.75	5.75	---	---	5.75	5.75	---	---	5.75	5.75	---	---	5.75
Solid Waste TOTAL	20.13	0.00	0.00	20.13	19.45	0.00	0.00	19.45	19.35	0.00	0.00	19.35	19.35	0.00	0.00	19.35
BOU Accounting Administration	7.60	---	---	7.60	7.60	---	---	7.60	7.65	---	---	7.65	7.60	---	---	7.60
Board of Education Facilities	1.34	---	---	1.34	1.34	---	---	1.34	1.34	---	---	1.34	1.34	---	---	1.34
Freedom Sewer	7.33	---	---	7.33	7.33	---	---	7.33	7.50	---	---	7.50	7.50	---	---	7.50
Freedom Water	14.34	---	---	14.34	14.34	---	---	14.34	14.50	---	---	14.50	14.50	---	0.15	14.65
Hampstead Sewer	4.33	---	---	4.33	4.33	---	---	4.33	4.00	---	---	4.00	4.00	---	0.15	4.15
Other Water/Sewer	0.66	---	---	0.66	0.66	---	---	0.66	0.66	---	---	0.66	0.66	---	---	0.66
Utilities TOTAL	35.60	0.00	0.00	35.60	35.60	0.00	0.00	35.60	35.65	0.00	0.00	35.65	35.60	0.00	0.30	35.90
Airport	1.35	---	1.00	2.35	1.55	---	1.00	2.55	2.60	---	0.50	3.10	2.60	---	0.50	3.10
Firearms Facility	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	1.00	---	2.00	3.00
Airport/Firearms Facility TOTAL	1.35	0.00	4.00	5.35	1.55	0.00	4.00	5.55	2.60	0.00	3.50	6.10	3.60	0.00	2.50	6.10
TOTAL Enterprise Funds	57.08	0.00	4.00	61.08	56.60	0.00	4.00	60.60	57.60	0.00	3.50	61.10	58.55	0.00	2.80	61.35

Special Revenue Fund	FY 16 Adjusted FTE				FY 17 Budget FTE				FY 17 Adjusted FTE				FY 18 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Watershed Protection and Restoration	11.20	---	---	11.20	12.00	---	---	12.00	12.00	---	---	12.00	12.00	---	---	12.00
TOTAL Special Revenue Fund	11.20	---	---	11.20	12.00	---	---	12.00	12.00	---	---	12.00	12.00	---	---	12.00

Grant Fund	FY 16 Adjusted FTE				FY 17 Budget FTE				FY 17 Adjusted FTE				FY 18 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Aging	19.32	---	0.95	20.27	19.32	---	0.95	20.27	19.02	0.50	2.15	21.67	19.02	0.50	2.15	21.67
Business Employment Resource Center	7.90	---	---	7.90	7.90	---	---	7.90	9.40	---	---	9.40	10.90	---	---	10.90
Circuit Court	6.00	---	3.50	9.50	6.00	---	2.81	8.81	6.00	---	3.50	9.50	7.00	---	2.81	9.81
Housing and Community Development	7.50	---	0.13	7.63	7.50	---	0.13	7.63	6.50	0.69	0.13	7.32	6.50	0.69	0.13	7.32
Local Management Board	2.00	---	0.56	2.56	2.00	---	0.56	2.56	2.00	---	0.56	2.56	2.00	---	---	2.00
Public Safety	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	4.00	---	---	4.00
Public Works Transit	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Recreation	0.50	---	---	0.50	0.50	---	---	0.50	0.50	---	---	0.50	0.50	---	---	0.50
Sheriff Services	2.50	---	---	2.50	2.50	---	---	2.50	2.75	---	---	2.75	2.75	---	---	2.75
State's Attorney	12.00	---	---	12.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
TOTAL Grant Fund	61.72	0.00	5.14	66.86	50.72	0.00	4.45	55.17	51.17	1.19	6.34	58.70	54.67	1.19	5.09	60.95

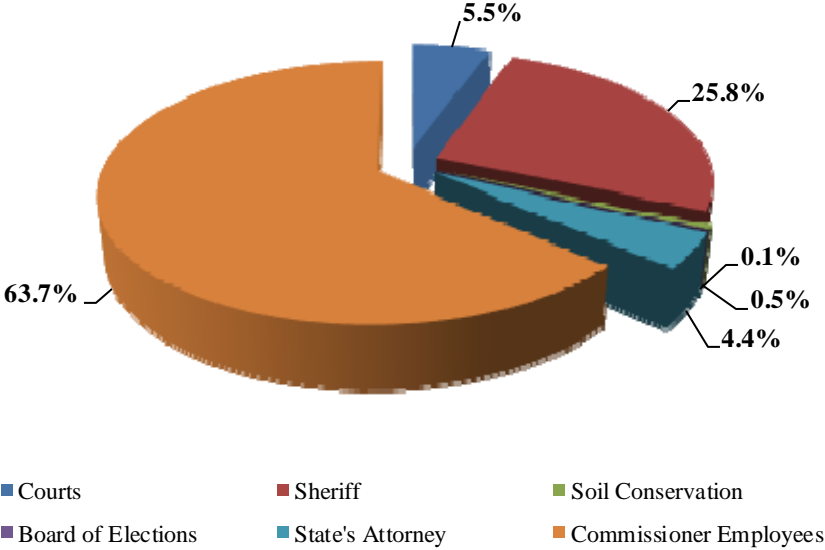
TOTAL Government	FY 16 Adjusted FTE				FY 17 Budget FTE				FY 17 Adjusted FTE				FY 18 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
TOTAL General Fund	822.64	5.36	65.42	893.42	830.58	5.86	65.80	902.24	827.68	5.23	66.21	899.12	830.68	5.23	64.95	900.86
TOTAL Enterprise Funds	57.08	0.00	4.00	61.08	56.60	0.00	4.00	60.60	57.60	0.00	3.50	61.10	58.55	0.00	2.80	61.35
TOTAL Special Revenue Fund	11.20	---	---	11.20	12.00	---	---	12.00	12.00	---	---	12.00	12.00	---	---	12.00
TOTAL Grant Fund	61.72	0.00	5.14	66.86	50.72	0.00	4.45	55.17	51.17	1.19	6.34	58.70	54.67	1.19	5.09	60.95
TOTAL FTE	952.64	5.36	74.56	1032.56	949.90	5.86	74.25	1030.01	948.45	6.42	76.05	1030.92	955.90	6.42	72.84	1035.16

Authorized Positions

The following pages include a list of positions in Carroll County government.

The categories are arranged by Governmental Partners and Commissioner Employees. Governmental Partners are agencies that are funded by the County, but are not under the direct control of the Board of County Commissioners. These employees report to separately elected officials, including the Sheriff, the State's Attorney, Board of Elections, Soil Conservation, and Judges, while Commissioner Employees report directly to the Board of County Commissioners. Authorized Positions lists Full-Time Equivalent (FTE) totals of full-time, part-time, or other employees within the department or bureau.

Employees by Authority



The overall number of authorized positions for FY 18 is 1,035.16 FTE. Authorized positions that directly report to the Governmental Partners total 376.28 FTE while 658.88 FTE report to the Board of County Commissioners.

Authorized Positions

Governmental Partners

Board of Elections

Election Clerk	Full-Time	0.62
		<u>0.62</u>

Courts

Circuit Court

Administrative Support Specialist	Full-Time	1.00
Administrator	Full-Time	1.00
Assignment Officer	Full-Time	4.00
Bailiff	Full-Time	16.55
Court Reporter	Full-Time	4.00
Court Reporter/Librarian	Full-Time	1.00
Deputy Court Administrator	Full-Time	0.55
Interpreter/Pretrial/ADA Coordinator	Full-Time	1.00
Judicial Assistant	Full-Time	4.00
Jury Commissioner	Full-Time	1.00
Staff Attorney	Full-Time	1.00
		<u>35.10</u>

Circuit Court Magistrates

Judicial Assistant	Full-Time	3.00
Legal Assistant	Full-Time	2.00
Magistrate for Juvenile Causes ¹	Full-Time	1.00
		<u>6.00</u>

Orphan's Court

Judge, Orphan's Court	By-Law	3.00
		<u>3.00</u>

Volunteer Community Service Program

VCS Assistant	Full-Time	1.00
VCS Caseworker	Full-Time	1.00
VCS Coordinator	Full-Time	1.00
		<u>3.00</u>

Circuit Court - Grants

Administrative Assistant	Contractual	0.24
Administrative Assistant	Full-Time	1.00
Bailiff	Contractual	0.32
Drug Court Case Manager	Full-Time	1.00
Drug Court Coordinator	Full-Time	1.00
Deputy Family Law Administrator	Full-Time	1.00
Family Law Administrator	Full-Time	1.00
Domestic Case Navigator	Full-Time	1.00
Visitation Observer	Contractual	2.25
Visitation Services Coordinator	Full-Time	1.00
		<u>9.81</u>

Courts Total

56.91

Sheriff's Office

CCAIC

Administrative Assistant	Full-Time	1.00
Sergeant	Full-Time	1.00
		<u>2.00</u>

Detention Center

Cook	Full-Time	3.00
Cook	Part-Time	0.50
Correctional Captain	Full-Time	3.00
Correctional Corporal	Full-Time	10.00
Correctional Deputy Sheriff	Full-Time	66.00
Correctional Lieutenant	Full-Time	5.00
Correctional Major	Full-Time	2.00
Correctional Sergeant	Full-Time	5.00
Correctional Specialist	Full-Time	4.00
Correctional Specialist Manager	Full-Time	1.00
Correctional Colonel/Warden	Full-Time	1.00
Fiscal Analyst	Full-Time	1.00
Food Services Supervisor	Full-Time	1.00
HR Assistant	Full-Time	1.00
HR Specialist	Full-Time	1.00
Records Unit Technician	Full-Time	2.00
Tech. Systems Specialist	Full-Time	1.00
Unit Coordinator	Full-Time	2.00
		<hr/>
		109.50

Sheriff's Office

Captain	Full-Time	2.00
Colonel	Full-Time	1.00
Constable	Contractual	2.00
Coordinator	Full-Time	1.00
Corporal	Full-Time	17.00
Court Security Deputy	Full-Time	14.00
Crime Analyst	Full-Time	1.00
Deputy 1st Class	Full-Time	23.00
Deputy Sheriff Recruit/Probationer	Full-Time	11.00
Director, Administrative Services	Full-Time	1.00
Fiscal Analyst	Full-Time	1.00
Fleet/Facility Coordinator	Full-Time	1.00
Forensic Services Supervisor	Full-Time	1.00
Forensic Services Technician	Full-Time	2.00
HR Specialist	Full-Time	1.00
Investigator	Full-Time	2.00
Lieutenant	Full-Time	6.00
Major	Full-Time	2.00
Master Deputy	Full-Time	45.00
Records Unit Supervisor	Full-Time	1.00
Records Unit Technician	Full-Time	5.25
Sergeant	Full-Time	9.00
Sheriff	By-Law	1.00
Special Projects Coordinator	Full-Time	1.00
Tech. Services Specialist	Full-Time	1.00
Unit Coordinator	Full-Time	1.00
		<hr/>
		153.25

Sheriff's Office - Grants

Master Deputy	Full-Time	1.00
Records Unit Technician	Full-Time	1.75
		<hr/>
		2.75

Sheriff's Office Total**267.50**

Soil Conservation District

Secretary	By-Law	0.63
Soil Conservation Grants Coordinator	Full-Time	1.00
Soil Conservation Planner	Full-Time	3.00
Soil Conservation Technician	Full-Time	1.00
		<u>5.63</u>

State's Attorney's Office**State's Attorney's Office**

Assistant State's Attorney	Full-Time	4.00
Chief Deputy State's Attorney	Full-Time	1.00
Chief Investigator	Full-Time	1.00
Circuit Court Coordinator	Full-Time	1.00
Deputy State's Attorney/Admin.	Full-Time	1.00
District Court Coordinator	Full-Time	1.00
Drug Treatment/Education Liaison	Full-Time	2.00
Executive Assistant	Full-Time	1.00
Extradition Fugitive Technician	Full-Time	1.00
Family Violence Coordinator	Full-Time	1.00
Investigator	Full-Time	4.00
Paralegal/Law Clerk	Full-Time	5.00
Prosecution Assistant	Full-Time	10.00
Prosecution Assistant	Part-time	0.62
Senior Asst. State's Attorney	Full-Time	4.00
Specialty Unit Supervisor	Full-Time	6.00
State's Attorney	By-Law	1.00
		<u>44.62</u>

State's Attorney's Office - Grants

Sr. Assistant State's Attorney	Full-Time	1.00
		<u>1.00</u>

State's Attorney's Office Total**45.62****Total Governmental Partners****376.28****Commissioner Employees****Administrative Hearings**

Administrative Hearing Coordinator	Full-Time	1.00
		<u>1.00</u>

Audio Video Production

Media Production Coordinator	Full-Time	1.00
Media Technician	Contractual	0.63
Media Technician	Full-Time	1.00
		<u>2.63</u>

Board of Elections

Election Clerk	Contractual	0.00
		<u>0.00</u>

Board of License Commissioners

Inspector	Contractual	0.38
Inspector	Full-Time	1.00
		<u>1.38</u>

Cable Regulatory Commission

Cable Coordinator	Full-Time	1.00
		<u>1.00</u>

Citizen Services

Citizen Services Administration

Administrative Office Associate	Full-Time	1.00
Bureau Chief, Housing ²	Full-Time	0.60
Director	Full-Time	1.00
Homeless Info. Systems Analyst	Full-Time	1.00
Office Associate ³	Full-Time	0.40
Veterans Services Assistant	Contractual	1.88
		<hr/>
		5.88

Aging and Disabilities

Assistant Senior Center Manager	Full-Time	5.00
Bureau Chief	Full-Time	1.00
Community Services Supervisor	Full-Time	0.94
Custodial Services Specialist	Full-Time	5.00
Fiscal Supervisor ⁴	Full-Time	0.44
Information and Asst. Supervisor	Full-Time	1.00
Project Coordinator	Full-Time	1.00
Senior Center Manager	Full-Time	5.00
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		19.38

Aging and Disabilities - Grants

Accounts Technician	Full-Time	1.00
Aging and Disability Supervisor	Full-Time	1.00
Community Services Supervisor	Full-Time	0.06
Fiscal Supervisor ⁴	Full-Time	0.06
Instruction and Events Coordinator	Full-Time	1.00
Office Technician	Full-Time	1.00
Paraprofessional	Contractual	1.53
Professional	Contractual	0.63
Program Aide	Full-Time	3.00
Program Assistant	Full-Time	1.00
Program Coordinator	Full-Time	5.50
Program Coordinator	Part-Time	0.50
Program Specialist	Full-Time	4.40
Program Technician	Full-Time	1.00
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		21.67

Housing and Community Development - Grants

Bureau Chief, Housing ²	Full-Time	0.40
Family Sufficiency Coordinator	Full-Time	1.00
Fiscal Supervisor ⁴	Full-Time	0.50
Housing Inspector	Part-Time	0.69
Housing Specialist	Full-Time	3.00
Office Associate ³	Full-Time	0.60
Paraprofessional	Contractual	0.13
Program Manager	Full-Time	1.00
		<hr/>
		7.32

Local Management Board - Grants

Contract Specialist	Full-Time	1.00
Manager	Full-Time	1.00
		<hr/>
		2.00

Citizen Services Total

56.25

Comprehensive Planning		
Administrative Office Associate	Full-Time	1.00
Bureau Chief	Full-Time	1.00
Comprehensive Planner	Full-Time	4.00
Comprehensive Planning Technician	Full-Time	1.00
Director	Full-Time	1.00
Intern	Contractual	0.62
Office Associate	Full-Time	1.00
Project Specialist	Contractual	0.63
Transportation Planner	Full-Time	1.00
		<hr/>
		11.25
County Commissioners		
Administrative Coordinator	Full-Time	5.00
Administrative Support	Contractual	1.13
County Administrator	Full-Time	1.00
County Commissioner	By-Law	5.00
Communications Officer	Full-Time	1.00
Project Analyst	Full-Time	1.00
		<hr/>
		14.13
Comptroller		
<hr/>		
Comptroller Administration		
Administrative Office Associate	Full-Time	1.00
Comptroller	Full-Time	1.00
Financial Analyst	Full-Time	1.00
Financial System Administrator	Full-Time	1.00
Intern	Contractual	0.12
		<hr/>
		4.12
Accounting		
Accountant	Full-Time	3.00
Accounting Technician	Full-Time	3.00
Accounts Payable Supervisor	Full-Time	1.00
Bureau Chief	Full-Time	1.00
Investment Officer	Full-Time	1.00
Payroll Assistant	Full-Time	1.00
Payroll Manager	Full-Time	1.00
Payroll Technician	Full-Time	1.00
		<hr/>
		12.00
Collections Office		
Administrative Support	Contractual	0.63
Collections Analyst	Full-Time	1.00
Collections Clerk	Full-Time	3.00
Collections Office Supervisor	Full-Time	1.00
Collections Specialist	Full-Time	4.00
Head Cashier - Bookkeeper	Full-Time	1.00
		<hr/>
		10.63
Purchasing		
Associate Buyer	Full-Time	1.00
Bureau Chief	Full-Time	1.00
Buyer	Full-Time	1.00
Office Associate	Full-Time	1.00
Senior Buyer	Full-Time	1.00
		<hr/>
		5.00
Comptroller Total		31.75

County Attorney

Administrative Office Associate	Full-Time	2.00
Assistant County Attorney	Full-Time	1.00
County Attorney	Full-Time	1.00
Deputy County Attorney	Full-Time	1.00
Legal Administrative Assistant	Full-Time	0.75
Legal Assistant	Full-Time	1.00
		<hr/>
		6.75

Economic Development**Economic Development Administration**

Agriculture Specialist	Full-Time	0.75
Business Development Manager	Full-Time	1.00
Deputy Director	Full-Time	1.00
Director	Full-Time	1.00
Economic Development Coordinator	Full-Time	1.00
Research and Data Specialist	Full-Time	1.00
		<hr/>
		5.75

Business and Employment Resource Center

Business Consultant ⁵	Full-Time	0.10
Fiscal Manager	Full-Time	0.75
Manager	Full-Time	1.00
Office Associate	Full-Time	1.00
		<hr/>
		2.85

Farm Museum

Administrative Support	Contractual	0.87
Curator	Full-Time	1.00
Docent	Contractual	0.34
Events Coordinator	Full-Time	1.00
Intern	Contractual	0.04
Living History Counselor	Contractual	0.38
Maintenance Specialist	Full-Time	2.00
Manager	Full-Time	1.00
Office Associate	Full-Time	1.00
Park Maintenance Supervisor	Full-Time	1.00
Service/Maintenance	Contractual	1.10
Volunteer Coordinator	Part-Time	0.70
Wedding Coordinator	Contractual	0.63
		<hr/>
		11.06

Tourism

Administrative Support	Contractual	1.90
Manager	Full-Time	1.00
		<hr/>
		2.90

BERC - Grants

Business Consultant ⁵	Full-Time	0.90
Customer Engagement Specialist	Full-Time	1.00
Employment Consultant	Full-Time	4.00
Operations and Resource Manager	Full-Time	1.00
Resource and Data Specialist	Full-Time	1.00
Business and Employment Svcs. Super.	Full-Time	1.00
Youth Support Specialist	Full-Time	1.00
Youth Program Coordinator	Full-Time	1.00
		<hr/>
		10.90

Economic Development Total**33.46**

Human Resources

Human Resources Administration

Director	Full-Time	1.00
Health and Benefits Compensation Mgr.	Full-Time	1.00
Human Resources Associate	Full-Time	6.00
Information Desk Associate	Full-Time	1.00
Personnel Specialist	Full-Time	1.00
Retirement Plans Manager	Full-Time	1.00

11.00

Personnel Services

Office Associate	Full-Time	3.00
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3.00

Human Resources Total

14.00

Land and Resource Management

Land and Resource Management Admin.

Administrative Office Associate ⁶	Full-Time	0.60
Ag. Land Pres. Program Manager	Full-Time	1.00
Director ⁷	Full-Time	0.50
GIS Analyst	Full-Time	3.00
Intern	Contractual	0.23
Hydrogeologist	Full-Time	1.00
Land Use Project Coordinator	Full-Time	1.00
Office Associate	Full-Time	1.00
Preservation Specialist	Full-Time	1.00

9.33

Development Review

Bureau Chief	Full-Time	1.00
Development Review Coordinator	Full-Time	3.00
Development Review Technician	Full-Time	1.00
Engineering Reviewer	Full-Time	1.00
Legal Document Coordinator	Full-Time	1.00
Office Associate	Full-Time	1.00

8.00

Resource Management ⁸

Bureau Chief	Full-Time	0.25
Chief Reviewer/Inspector	Full-Time	0.70
Environmental Insp./Grading Reviewer	Full-Time	3.00
Floodplain Mgt. Specialist	Full-Time	0.40
Forest Conservation Specialist	Full-Time	0.90
Office Associate	Full-Time	1.85
Program Engineer	Full-Time	0.60
Stormwater Mgt. Review Assistant	Full-Time	0.40
Water Resource Specialist	Full-Time	0.40
Water Resource Supervisor	Full-Time	0.20
Water Resource Technician	Full-Time	0.80
Watershed Management Specialist	Full-Time	0.20
Water Restoration Engineer	Full-Time	0.20

9.90

Watershed Protection and Restoration Fund ⁸

Administrative Office Associate ⁶	Full-Time	0.40
Bureau Chief, Resource Management	Full-Time	0.75
Chief Reviewer/Inspector	Full-Time	0.30
Director, Land and Resource Mgmt. ⁷	Full-Time	0.50
Environmental Insp./Grading Reviewer	Full-Time	1.00
Floodplain Mgt. Specialist	Full-Time	0.60
Forest Conservation Specialist	Full-Time	0.10
NPDES Compliance Specialist	Full-Time	2.00
Office Associate	Full-Time	0.15
Program Engineer	Full-Time	0.40
Stormwater Mgt. Review Assistant	Full-Time	0.60
Water Resource Specialist	Full-Time	0.80
Water Resource Supervisor	Full-Time	0.80
Water Resource Technician	Full-Time	0.20
Watershed Grants Specialist	Full-Time	1.00
Watershed Management Specialist	Full-Time	0.80
Water Restoration Engineer	Full-Time	0.80
Watershed Management Coordinator	Full-Time	0.80

1200%

Zoning Administration

Administrative Office Associate	Full-Time	1.00
Zoning Administrator	Full-Time	1.00
Zoning Inspector	Full-Time	1.00
Zoning Technician	Full-Time	1.00
		<hr/>
		4.00

Land and Resource Management Total**43.23****Management and Budget****Management and Budget Administration**

Administrative Office Associate	Full-Time	1.00
Director	Full-Time	1.00
		<hr/>
		2.00

Budget

Budget Analyst	Full-Time	2.00
Bureau Chief	Full-Time	1.00
Intern	Contractual	0.15
Project Coordinator	Full-Time	2.00
Senior Budget Analyst	Full-Time	2.00
		<hr/>
		7.15

Grants Office

Grants Analyst	Full-Time	1.00
Grants Manager	Full-Time	1.00
		<hr/>
		2.00

Risk Management

Risk Management Specialist	Full-Time	1.00
Risk Management Technician	Full-Time	1.00
Risk Manager	Full-Time	1.00
Safety and Training Coordinator	Full-Time	1.00
		<hr/>
		4.00

Management and Budget Total**15.15**

Public Safety**Public Safety 911**

911 Technician	Contractual	2.45
Administrative Office Associate	Full-Time	1.00
Communications Technician Asst.	Full-Time	1.00
Director	Full-Time	1.00
Emergency Comm. Asst. Coordinator	Full-Time	1.00
Emergency Comm. Coordinator	Full-Time	1.00
Emergency Comm. Specialist	Full-Time	27.00
Emergency Comm. Spec. Supervisor	Full-Time	4.00
Emergency Comm. Systems Specialist	Full-Time	1.00
Emergency Services Specialist	Full-Time	1.00
Emergency Services Technician	Full-Time	1.00
GIS Analyst - E911 Services	Full-Time	1.00
		<hr/>
		42.45

Public Safety - Public Safety Grants

Emergency Management Fiscal Planner	Full-Time	1.00
Emergency Management Coordinator	Full-Time	1.00
Emergency Mgmt. Asst. Coordinator	Full-Time	1.00
Paraprofessional	Full-Time	1.00
		<hr/>
		4.00

Public Safety Total**46.45****Public Works****Public Works**

Administrative Office Associate ⁹	Full-Time	1.50
Deputy Director ¹⁰	Full-Time	2.25
Director ¹¹	Full-Time	0.85
Land Acquisition Specialist	Full-Time	0.50
Project Specialist ¹¹	Full-Time	0.85
Security Staff	Contractual	1.00
		<hr/>
		6.95

Airport

Administrative Office Associate ⁹	Full-Time	0.25
Airport Manager	Full-Time	1.00
Deputy Director, Public Works ¹⁰	Full-Time	0.25
Director, Public Works ¹¹	Full-Time	0.05
Maintenance Technicians III	Full-Time	1.00
Public Works Project Specialist	Full-Time	0.05
Maintenance Worker	Contractual	0.50
		<hr/>
		3.10

Building Construction

Bureau Chief	Full-Time	1.00
Project Manager	Full-Time	2.00
		<hr/>
		3.00

Engineering Administration

Bureau Chief	Full-Time	1.00
Capital Improvement Specialist	Full-Time	1.00
GIS Analyst ¹²	Full-Time	0.75
GIS Technician	Full-Time	1.00
Traffic Engineer	Full-Time	1.00
		<hr/>
		4.75

Engineering Construction Inspection

Construction Inspector	Full-Time	4.00
Manager/Construction Inspection	Full-Time	1.00
		<hr/>
		5.00

Engineering Design

Civil Engineer Manager	Full-Time	1.00
Engineering Technician	Full-Time	3.00
Project Engineer	Full-Time	1.00
		<hr/>
		5.00

Engineering Survey

County Surveyor	Full-Time	1.00
GPS Technician	Full-Time	1.00
Survey Helper	Full-Time	1.00
Survey Party Chief	Full-Time	1.00
Surveying Instrument Operator	Full-Time	1.00
		<hr/>
		5.00

Facilities

Administrative Office Associate	Full-Time	2.00
Boiler Mechanic	Full-Time	1.00
Bureau Chief	Full-Time	1.00
Custodian	Contractual	0.40
Custodian	Full-Time	3.00
Custodian	Part-Time	0.60
Electrician	Full-Time	3.00
Facilities Manager	Full-Time	2.00
Facilities Supervisor	Full-Time	5.00
HVAC Mechanic	Full-Time	4.00
Maintenance Technician	Full-Time	25.00
Service/Maintenance	Contractual	0.50
Technical Support Coordinator	Full-Time	1.00
Trades Specialist	Full-Time	7.00
		<hr/>
		55.50

Fleet Management

Bureau Chief	Full-Time	1.00
Fiscal Specialist	Full-Time	1.00
Fleet Specialist	Full-Time	1.00
Foreman	Full-Time	2.00
Information System Specialist	Full-Time	1.00
Mechanic	Full-Time	12.00
Office Associate	Full-Time	1.00
Parts Clerk	Full-Time	2.00
Service Worker	Full-Time	1.00
Service Writer	Full-Time	1.00
Warehouse Technician	Full-Time	1.00
		<hr/>
		24.00

Permits and Inspections

Building Inspector	Full-Time	3.00
Bureau Chief	Full-Time	1.00
Chief Building Inspector	Full-Time	1.00
Chief Electrical Inspector	Full-Time	1.00
Chief Plumbing Inspector	Full-Time	1.00
Deputy Code Official	Full-Time	2.00
Electrical Inspector	Full-Time	1.00
Fire Inspector	Full-Time	1.00
Min. Livability Code Coord./Inspector	Full-Time	1.00
Office Manager	Full-Time	1.00
Plans Examiner	Full-Time	1.00
Plans/Permits Processors	Full-Time	7.00
Plumbing Inspector	Full-Time	3.00
		<hr/>
		24.00

Roads Operations

Area Roads Chief	Full-Time	5.00
Bureau Chief	Full-Time	1.00
Equipment Mechanic/Tool Room	Full-Time	1.00
Foreman, Bridge Crew	Full-Time	1.00
Foreman, Roads	Full-Time	7.00
Foreman, Surface Crew	Full-Time	1.00
Foreman, Traffic Control	Full-Time	1.00
Mower Operator	Contractual	2.00
Office Associate	Full-Time	2.00
Office Associate	Part-Time	0.50
Office Manager	Full-Time	1.00
Paver Operator	Full-Time	1.00
Public Works Inspector	Full-Time	2.00
Road Equipment Operator	Full-Time	67.00
Road Maintenance Worker	Full-Time	12.00
Roads Administrative Supervisor	Full-Time	1.00
Technician	Contractual	0.40
Tree Trimming Inspector	Full-Time	1.00
		<hr/>
		106.90

Solid Waste Management

Administrative Office Associate ⁹	Full-Time	0.25
Bureau Chief	Full-Time	1.00
Deputy Director, Public Works ¹⁰	Full-Time	0.25
Director, Public Works ¹¹	Full-Time	0.05
Public Works Specialist ¹¹	Full-Time	0.05
		<hr/>
		1.60

Solid Waste, Northern Landfill

Foreman	Full-Time	2.00
Heavy Equipment Operator	Full-Time	1.00
Landfill Equipment Operator	Full-Time	5.00
Maintenance Technician	Full-Time	1.00
Office Associate	Full-Time	1.00
Solid Waste Manager	Full-Time	1.00
		<hr/>
		11.00

Solid Waste, Recycling Operations

Recycling Manager	Full-Time	1.00
		<hr/>
		1.00

Solid Waste Accounting Administration

Accountant ¹³	Full-Time	0.50
Accounting Supervisor ¹⁴	Full-Time	0.50
Weighmaster	Full-Time	4.75
		<hr/>
		5.75

Utilities Administration

Accountant ¹³	Full-Time	0.50
Accounting Supervisor ¹⁴	Full-Time	0.50
Accounting Technician	Full-Time	1.00
Administrative Office Associate	Full-Time	1.00
Bureau Chief	Full-Time	1.00
Deputy Director, Public Works ¹⁰	Full-Time	0.25
Director, Public Works ¹¹	Full-Time	0.05
GIS Analyst ¹²	Full-Time	0.25
Office Associate	Full-Time	1.00
Utilities Operations Manager	Full-Time	1.00
Water and Sewer Engineer	Full-Time	1.00
Public Works Project Specialist	Full-Time	0.05
		<hr/>
		7.60

Utilities, Board of Education Facilities

Apprentice Operator ¹⁵	Full-Time	0.67
WWTP Assistant Superintendent ¹⁶	Full-Time	0.67
		<hr/> 1.34

Utilities, Freedom Sewer

Apprentice Operator	Full-Time	2.00
Collection Superintendent	Full-Time	1.00
Collection System Operator	Full-Time	3.00
Distribution Operator	Full-Time	0.50
Maintenance Mechanic	Full-Time	1.00
		<hr/> 7.50

Utilities, Freedom Water

Distribution Apprentice Operator	Full-Time	2.00
Distribution Operator	Full-Time	1.50
Distribution Superintendent	Full-Time	1.00
Maintenance Mechanic	Full-Time	1.00
Water Treatment Plant Operator	Full-Time	1.00
Plant Apprentice Operator	Full-Time	5.00
Plant Assistant Superintendent	Full-Time	2.00
Plant Superintendent	Full-Time	1.00
Intern	Contractual	0.15
		<hr/> 14.65

Utilities, Hampstead Sewer

Apprentice Operator I	Full-Time	1.00
Maintenance Mechanic	Full-Time	2.00
Treatment Plan Supervisor	Full-Time	1.00
Intern	Contractual	0.15
		<hr/> 4.15

Utilities, Other Water/Sewer

Apprentice Operator ¹⁵	Full-Time	0.33
WWTP Assistant Superintendent ¹⁶	Full-Time	0.33
		<hr/> 0.66

Public Works - Transit Grants

Transportation Grants Coordinator	Full-Time	1.00
		<hr/> 1.00

Public Works Total**299.45****Recreation and Parks****Recreation and Parks Administration**

Administrative Office Associate	Full-Time	1.00
Bureau Chief, Parks	Full-Time	1.00
Director	Full-Time	1.00
Park Development Manager	Full-Time	1.00
		<hr/> 4.00

Hashawha

Camp Director	Contractual	0.50
Cook	Full-Time	2.00
Cook Assistant	Part-Time	0.63
Food Service Supervisor	Full-Time	1.00
Maintenance Specialist	Full-Time	2.00
Paraprofessional	Contractual	0.63
Park Maintenance Supervisor	Full-Time	1.00
Park Naturalist	Full-Time	1.00
Park Operations Coordinator	Full-Time	1.00
Service/Maintenance	Contractual	0.37
		<hr/> 10.13

Piney Run

Canoe/Kayak Assistant	Contractual	0.27
Canoe/Kayak Instructor	Contractual	0.27
Junior Camp Counselor	Contractual	0.94
Maintenance Specialist	Full-Time	2.00
Nature Camp Director	Contractual	0.31
Park Assistant	Contractual	7.43
Park Maintenance Supervisor	Full-Time	1.00
Park Naturalist	Full-Time	1.00
Park Superintendent	Full-Time	1.00
Park Technician	Full-Time	1.00
Senior Camp Counselor	Contractual	0.54
Service/Maintenance	Contractual	2.24
		<hr/>
		18.00

Recreation

Administrative Office Associate ¹⁸	Full-Time	0.50
Administrative Support	Contractual	2.62
Bureau Chief	Full-Time	1.00
Office Associate	Full-Time	1.00
Paraprofessional	Contractual	0.38
Recreation Coordinator	Full-Time	3.00
		<hr/>
		8.50

Sports Complex

Maintenance Specialist	Full-Time	1.00
Manager	Full-Time	1.00
Service/Maintenance	Contractual	0.70
		<hr/>
		2.70

Recreation - Grants

Administrative Office Associate ¹⁸	Full-Time	0.50
		<hr/>
		0.50

Firearms Facility

Range Officer	Full-Time	1.00
Service/Maintenance	Contractual	2.00
		<hr/>
		3.00

Total Recreation and Parks**46.83****Technology Services****Technology Services**

Administrative Office Associate	Full-Time	1.00
Applications and Program Manager	Full-Time	1.00
Bureau Chief	Full-Time	1.00
Client Services Analyst	Full-Time	5.00
Computer Operations Technician	Full-Time	1.00
Computer Operator	Full-Time	1.00
Director	Full-Time	1.00
Enterprise GIS Database Manager	Full-Time	1.00
Enterprise GIS Analyst	Full-Time	1.00
Graphic Designer/Media Specialist	Full-Time	1.00
Help Desk Specialist	Full-Time	1.00
Information Tech. Services Specialist	Full-Time	1.00
Network Analyst	Full-Time	2.00
Network Security Manager	Full-Time	1.00
Network Server Engineer	Full-Time	1.00
Network Systems Engineer	Full-Time	1.00
Network Technician	Full-Time	1.00
Programmer	Full-Time	1.00
Programmer Analyst	Full-Time	1.00

Repair Technician	Full-Time	1.00
Senior Enterprise GIS Analyst	Full-Time	1.00
Senior Programmer Analyst	Full-Time	3.00
Special Projects Engineer	Full-Time	1.00
Systems and Client Service Manager	Full-Time	1.00
Interns	Contractual	0.17
		<hr/>
		31.17

Production and Distribution Services

Distribution Technician	Full-Time	2.00
PDS Supervisor	Full-Time	1.00
		<hr/>
		3.00

Technology Services Total

34.17

Total Commissioner Employees

658.88

- ¹ Salary and benefits for one Juvenile Magistrate are reimbursed by the State. Two Juvenile Magistrates are paid directly by the State and are not included in the FTE numbers.
- ² 40% of the Bureau Chief of Housing is grant funded and 60% is County funded.
- ³ 60% of the Office Associate is grant funded and 40% is County funded.
- ⁴ 56% of the Fiscal Supervisor is grant funded and 44% is County funded.
- ⁵ 90% of the Business Consultant is grant funded and 10% is County funded.
- ⁶ 60% of the Administrative Office Associate is County funded and 40% is paid through the Watershed Protection and Restoration Fund.
- ⁷ 50% of the Director of Land and Resource Management is County funded and 50% is paid through the Watershed Protection and Restoration Fund.
- ⁸ The salaries and benefits of the Bureau of Resource Management positions are split between the Bureau of Resource Management and the Watershed Protection and Restoration Fund.
- ⁹ 50% of the Administrative Office Associate is County funded, 25% is charged to Solid Waste Enterprise Fund, and 25% to the Airport Enterprise Fund.
- ¹⁰ 25% of a Public Works Deputy Director is County funded, 25% is charged to Solid Waste Enterprise Fund, 25% to Utilities Enterprise Fund, and 25% to the Airport Enterprise Fund.
- ¹¹ 85% of the Director of Public Works and Project Specialist are County funded, 5% are charged to Solid Waste Enterprise Fund, 5% are Utilities Enterprise Fund, and 5% to the Airport Enterprise Fund.
- ¹² 75% of the GIS Analyst is County funded and 25% is charged to Utilities Enterprise Fund.
- ¹³ 50% of the Accountant is charged to Solid Waste Enterprise Fund and 50% to Utilities Enterprise Fund. The Comptroller oversees the accounting function.
- ¹⁴ 50% of the Accounting Supervisor is charged to Solid Waste Enterprise Fund and 50% to Utilities Enterprise Fund. The Comptroller oversees the accounting function.
- ¹⁵ 67% of the Apprentice Operator is charged to Board of Education Facilities and 33% to Other Water/Sewer.
- ¹⁶ 67% of the Assistant Superintendent is charged to Board of Education Facilities and 33% to Other Water/Sewer.
- ¹⁷ 50% of a Distribution Operator is charged to Freedom Water and 50% is charged to Freedom Sewer.
- ¹⁸ 50% of the Administrative Office Associate is grant funded and 50% is County funded.

Glossary

GLOSSARY OF TERMS

ADJUSTED BUDGET The annual operating budget with up-to-date modifications resulting from operations of County agencies since the budget adoption.

ANNUALIZE Taking changes that occurred during the year and calculating their cost or savings for a full year for comparison purposes in the preparation of the annual budget.

APPROPRIATION The County's legal authorization to spend a specific amount of money for a particular purpose during a fiscal period.

ASSESSABLE BASE The total valuation placed upon real and personal property, minus certain exemptions, by the State Department of Assessments and Taxation for the purposes of levying property taxes. The Board of County Commissioners determines the tax rate to be applied against the tax base to generate tax revenues to support the annual budget. Tax-exempt property is excluded from the assessable base.

ASSESSED VALUATION The valuation established for individual real estate or other property by the State for purposes of taxation.

AUTHORIZED POSITION An employee position approved by the Board of County Commissioners.

BALANCED BUDGET A budget in which total expenditures equal total revenues. By State Law, the County's budget must be balanced.

BOND An investment grade interest-bearing certificate of indebtedness sold by the County or another governmental agency to generate funds. The bond guarantees payment of the original investment plus interest by a specified date or dates in the future. Bonds typically involve long-term indebtedness to pay for capital projects.

BOND RATING Evaluation of the credit quality of bonds usually made by independent rating services. Ratings generally measure the probability of the timely repayment of principal and interest on municipal bonds. Before a bond issuance, rating agencies may require information on demographics, debt burden, economic base, finances and management structure. The information is evaluated and the bond issue is assigned a letter rating which reflects the credit worthiness of the bonds. The higher the credit rating, the more favorable the effect on the marketability of the bond.

BUDGET A comprehensive financial plan describing proposed expenditures and the means for financing those expenditures.

BUREAU A sub-unit within a department with its own budget. The Bureau of Accounting is a bureau within the Department of the Comptroller.

CAPITAL BUDGET The budget that funds major construction and improvement projects, such as schools, bridges, and roads.

DEBT SERVICE The annual payment of principal and interest on the County's bonded debt.

DEPARTMENT A County agency consisting of one or more bureaus or offices. Examples are the Department of Public Works and the Department of Management and Budget.

EMPLOYEE TURNOVER A term that refers to workers who leave a position and are replaced by new employees.

ENTERPRISE FUND A fund established to account for the financing of certain self-supporting services provided by the County government. The services generate their own revenues from fees, charges and other receipts. Carroll County presently has six enterprise funds: one to operate sewer and/or water facilities, one to manage the Septage Facility, one that manages solid waste and recycling efforts, one for the operations of the Airport, one for the Firearms Facility, and one for the Fiber Network.

EXPENDITURE The cost of goods delivered or services rendered.

FISCAL YEAR A twelve-month period of time to which the annual operating and capital budgets apply. Carroll County's fiscal year commences July 1 and ends the following June 30th.

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 TIME EQUIVALENT POSITION (FTE) A position converted to the decimal equivalent based on 37.5 – 40 hours per week. Positions in the Circuit Court are considered full time at 35 hours per week. For example, a part-time employee working 20 hours per week would be equivalent to .5 of a full-time position and a person working 40 hours a week would be equivalent to 1.0 full-time position.

FUND A separate budget/accounting grouping with its own revenues and appropriations. The general fund, for example, covers most of the daily operations of the County agencies and is funded by a variety of taxes and other revenues.

FUND BALANCES These accounts serve as the function of the owner's equity account in for-profit entities. Available balances in these accounts are the cumulative result of actual revenues exceeding expenditures over time. Bond rating agencies use Fund Balance levels as a means of evaluating a government's ability to cover unanticipated shortfalls in revenue projections or emergency expenditures that arise during the year.

GAAP Generally Accepted Accounting Principles. A common set of accounting conventions, standards and procedures followed when preparing financial statements.

GASB 54 Governmental Accounting Standards Board Statement 54. Fund Balance Reporting and Governmental Fund Type Definitions establishes five categories for governmental funds reporting: non-spendable fund balance, restricted fund balance, committed fund balance, assigned fund balance and unassigned fund balance.

GENERAL GOVERNMENT The function of government comprised of the central administrative offices such as: Comptroller, Economic Development, Human Resources, Budget, and County Commissioners.

GENERAL OBLIGATION BONDS Common type of municipal bond that is secured by a state or local government's pledge to use legally available resources, including tax revenues, to repay bond holders.

GOALS A broad statement of purpose. A goal represents a framework of outcomes to be achieved on behalf of the customers and reflects realistic constraints upon the unit providing the service.

GOVERNMENTAL PARTNERS These are agencies, such as Sheriff Services and State's Attorney, that are funded by the County, but not under the direct control of the Board of County Commissioners. Many of these agencies also receive State and other sources of funding.

GRANT A contribution of assets (usually cash) from one governmental unit (typically the State or Federal government) or other organization to another. The contribution is usually provided in support of a particular public function, project or program.

HOMESTEAD TAX CREDIT This credit, set by the Commissioners, caps the amount taxes can increase on a primary residence at 5 percent per year. The credit equals the County's tax rate multiplied by the amount by which the current year's assessment on residential property exceeds 5 percent of the previous year's taxable assessment.

IMPACT FEES One-time charges assessed against new development that attempt to recover from the developer the capital cost of the additional public facilities needed to serve that development.

INCOME TAX Counties in Maryland have the authority to levy a local income tax rate, which is expressed as a percentage of State taxable income. The current local income tax rate is 3.03% of taxable income.

INDEPENDENT BOARDS/AGENCIES Agencies of the County which are not subject to full County appropriation authority due to State Law, such as Carroll Community College, Carroll County Public Library, Health Departments, the Board of Education and the Carroll County Volunteer Emergency Services Association, or are State agencies or legally independent boards and not directly responsible to the Board of County Commissioners.

INHERITANCE TAX A tax imposed on those who inherit assets from a deceased person. The tax rate for inheritance taxes depends on the value of the property received by the heir or beneficiary and their relationship to the decedent.

INVESTMENT Securities purchased and held for the production of income in the form of interest and dividends. An investment instrument is the specific type of security that a government purchases and holds.

LEACHATE A liquid produced when rain water and other moisture travels through the waste.

LICENSES/PERMITS Documents issued in order to regulate various kinds of businesses and other activity within the community. Inspection may accompany the issuance of a license or permit as in the case of liquor licenses or building permits. In most instances, a fee is charged in conjunction with the issuance of a license or permit, to cover all or part of the related cost.

MUNICIPALITY City or town incorporated for local self-government.

OPERATING BUDGET The annual budget that supports the day-to-day operations of County agencies.

ORDINANCE Regulation enacted by the government.

OVERLAY (Roads) Consists of milling and patching of failed areas and the application of hot mix asphalt over the existing road.

PAYGO A fiscal policy by which capital projects are funded with current revenue rather than long-term or bonded debt. In Carroll County, in addition to transfer to capital, other sources of current revenue are appropriated directly to the capital budget: property tax devoted to capital, local income tax devoted to capital, enterprise funds, bond interest and impact fees.

PEG ACCESS television production equipment, training and airtime on a local cable system so members of the public, educational system, and the government can produce their own shows and televise them to a mass audience.

PROJECT An identified cost center within the County's accounting system. Costs are summarized as follows:

PERSONNEL Within a project's budget these are the costs associated with the payment of County personnel. Included are labor costs for salaries and wages, hourly, part-time, overtime, and seasonal employee expenses. It also includes payroll taxes, pension, 401K, and Other Post Employment Benefits (OPEB).

BENEFITS Within a project's budget these are the costs for payroll taxes, pension, 401K, and Other Post Employment Benefits (OPEB).

OPERATING Within a project's budget these are the non-labor, non-capital related costs associated with the day-to-day operations of County agencies. Included are expenses such as travel-business conferences, contractual services, rents and utilities, and supplies and materials.

CAPITAL OUTLAY Within a project's budget these are the expenses associated with the purchase of an asset. An asset is defined as any tangible material that is non-expendable.

PROPERTY TAX Tax on the value of real and personal property and is levied almost exclusively by local governments. In Maryland, the State Department of Assessments and Taxation is responsible for the valuation and assessment of all property in the State. The local government is responsible for setting the tax rate to be applied to the property assessments to generate revenues in support of the local budget. The property tax is the major revenue source in Maryland County governments. The current local property tax rate in Carroll County is \$1.018 per \$100 of assessed value.

RECORDATION A fee calculated on the value of recorded mortgages, deeds and other documents conveying title or creating liens on real and personal property.

RESERVE FOR CONTINGENCIES Funds budgeted to provide for unforeseen expenses or emergencies that arise during the fiscal year.

RESOLUTION Formal statement presented to Commissioners for decision.

REVENUE IN EXCESS OF EXPENDITURES Net earnings retained by the enterprise fund to be reinvested in its core business or to pay debt.

REVENUES Monies received by the County to support its budget and enable the employees to provide service needed by the public. Property taxes, building permits and receipts from State and Federal sources are examples. By law, revenues must meet or exceed appropriations.

TRUST FUND A special fund, administered by the County as trustee, consisting of resources to be expended or invested under the terms and conditions of the trust.

UNAPPROPRIATED RESERVE Revenue in excess of budget and unspent appropriated dollars.

Acronyms

ACRONYMS

AARP	American Association of Retired Persons
ADA	American with Disabilities Act
ATR	Advanced Tactical Rescue
BERC	Business Employment Resource Center
BGE	Baltimore Gas and Electric
BMC	Baltimore Metropolitan Council
BOE	Board of Education
BOU	Bureau of Utilities
BRCPC	Baltimore Regional Cooperative Purchasing Committee
BSR	Bridge Sufficiency Rating
BWI	Baltimore Washington International Airport
CAA	Community Action Agency
CAD	Computer-Aided Design
CAFR	Comprehensive Annual Financial Report
CALEA	Commission on Accreditation for Law Enforcement Agencies, Inc.
CC	Carroll County
CCAC	Carroll County Arts Council
CCAIC	Carroll County Advocacy and Investigation Center
CCPL	Carroll County Public Library
CCPN	Carroll County Public Network
CCPS	Carroll County Public Schools
CCSCD	Carroll County Soil Conservation District
CCYSB	Carroll County Youth Services Bureau
CDBG	Community Development Block Grant
CIGNA	Connecticut General Life Insurance Company
CIP	Community Investment Plan
CISM	Critical Incident Stress Management
CMC	Community Media Center
COA	Council on Accreditation

CRC	Cable Regulatory Commission
CY	Calendar Year
DHMH	Department of Health and Mental Hygiene
DHR	Department of Human Resources
DJS	Department of Juvenile Services
DMB	Department of Management and Budget
DSS	Department of Social Services
DVP	Domestic Violence Program
ED	Economic Development
EMS	Emergency Medical Services
ENR	Enhanced Nutrient Removal
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
EVOD	Emergency Vehicle Operator Driver
FBO	Fixed Base Operator (Airport)
FCS	Family and Children's Services
FCS, Inc.	Flying Colors of Success
FPM	Forest Pest Management
FTE	Full-Time Equivalent
FY	Fiscal Year
GAAP	General Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GED	General Educational Development
GFOA	Government Finance Officers Association
GIS	Geographic Information System
GO	General Obligation
HAZ-MAT	Hazardous Materials
HMO	Health Maintenance Organization
HPC	Historic Preservation Commission
HPP	Homeless Prevention Program
HSCC	Historical Society of Carroll County

HSP	Human Services Programs
HUD	U.S. Department of Housing and Urban Development
HVAC	Heating, Ventilation, and Air Conditioning
IPA	Installment Purchase Agreements
IRS	Internal Revenue Service
ISF	Internal Service Fund
IT	Information Technology
LAP	Lethality Assessment Program
LEED	Leadership in Energy and Environmental Design
LMB	Local Management Board
LOSAP	Length of Service Award Program
M	Million
MACS	Maryland Agricultural Cost Share Program
MALPF	Maryland Agricultural Land Preservation Foundation
MAP	Maryland Access Point
MASCD	Maryland Association of Soil Conservation Districts
MD	Maryland
MDA	Maryland Department of Agriculture
MES	Maryland Environmental Services
MOE	Maintenance of Effort
MOU	Memorandum of Understanding
MPPA	Maryland Public Purchasing Association
MRIS	Metropolitan Regional Information Systems
MSA	Metropolitan Statistical Area
NIGP	National Institute of Governmental Purchasing
NPDES	National Pollutant Discharge Elimination System
OPEB	Other Post Employment Benefits
PAP	Patient Assistance Programs
PCI	Patient Condition Index
PCI	Pavement Condition Index
PDS	Production and Distribution Services

PEG	Public, Education, and Government
PILOT	Payment in Lieu of Taxes
POS	Program Open Space
PT	Part-Time
RAP	Rental Allowance Program
RCIS	Rape Crisis Intervention Service
SAO	State's Attorney's Office
SATC	Sexual Abuse Treatment Center
SDAT	State Department of Assessments and Taxation
SSA	Social Services Administration
SSTAP	Statewide Special Transportation Assistance Program
TFCBT	Trauma Focused Cognitive Behavior Therapy
TFMC	Training Facility Management Committee
UME	University of Maryland Extension
UPWP	Unified Planning Work Program
VAWA	Violence Against Women Act
VCSP	Volunteer Community Service Program
VESA	Volunteer Emergency Services Association
WIOA	Workforce Innovation and Opportunity Act
WWTP	Waste Water Treatment Plant

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