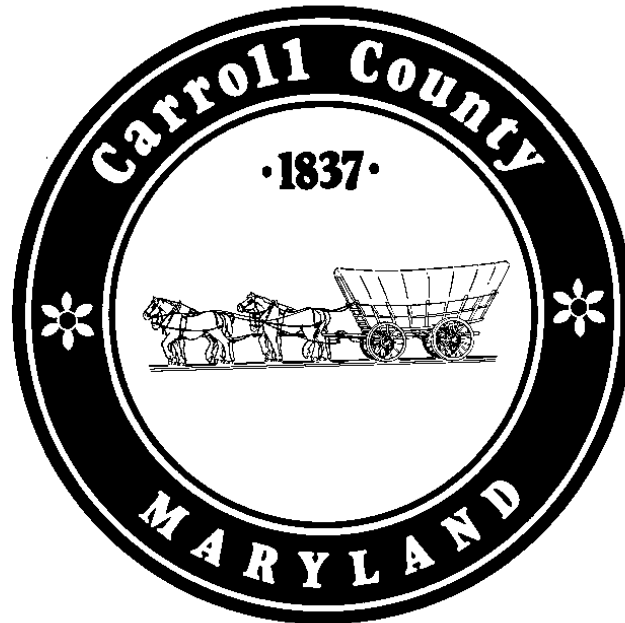


# Carroll County Maryland



Department of Management & Budget

## PROPOSED BUDGET

Operating Budget Fiscal Year 2016  
Operating Plan Fiscal Years 2016-2021  
And  
Capital Budget Fiscal Years 2016-2021

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



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# Carroll County Government

## FY 16 Proposed Budget

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*Board of County Commissioners*

*Board of County Commissioners*



*Doug Howard  
President  
District 5*



*Stephen A. Wantz  
Vice President  
District 1*



*C. Richard Weaver  
Secretary  
District 2*



*Dennis Frazier  
District 3*



*Richard Rothschild  
District 4*

*Appointed Officials*

*Roberta Windham  
County Administrator*

*Robert M. Burk  
Comptroller*

*Timothy C. Burke  
County Attorney*

*Scott R. Campbell  
Director of Public Safety*

*Jeff R. Degitz  
Director of Recreation and Parks*

*Kimberly L. Frock  
Director of Human Resources*

*Philip R. Hager  
Director of Land Use, Planning and Development*

*Madeline M. Morey  
Director of Citizen Services*

*Mark Ripper  
Director of Technology Services*

*Ted Zaleski, III  
Director of Management and Budget*

*Jack Lyburn  
Administrator of Economic Development, Strategic Accounts and Outreach*

*Jonathan Weetman  
Administrator of Economic Development, Operations and Small Business Development*

## *60<sup>th</sup> Board of Carroll County Commissioners*

The 60<sup>th</sup> 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:*

Four years ago 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.

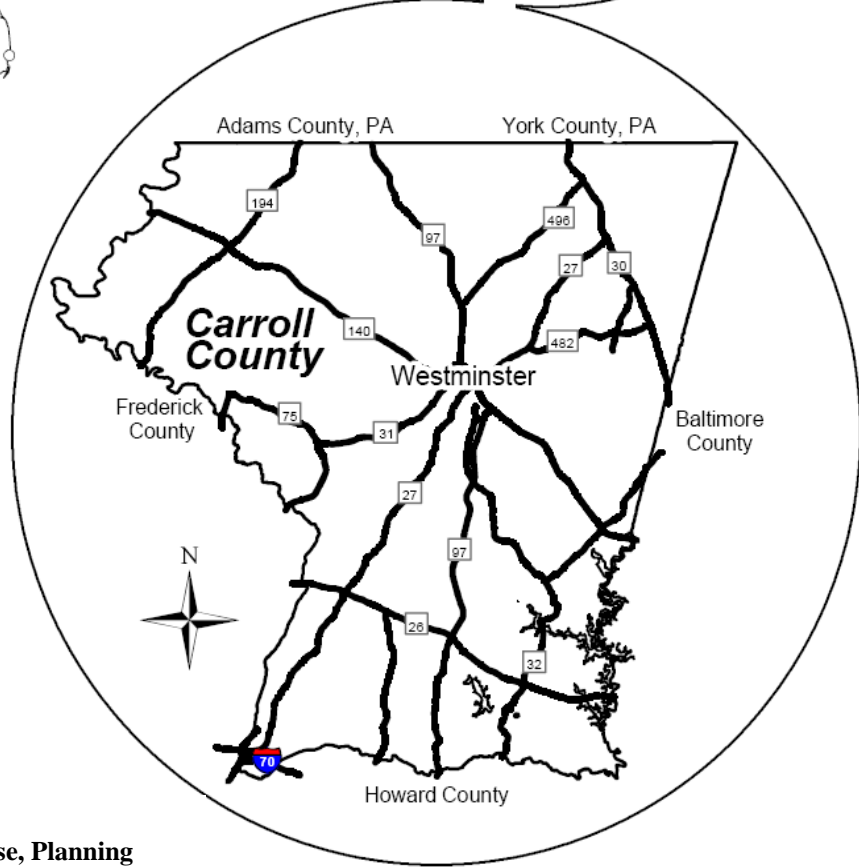
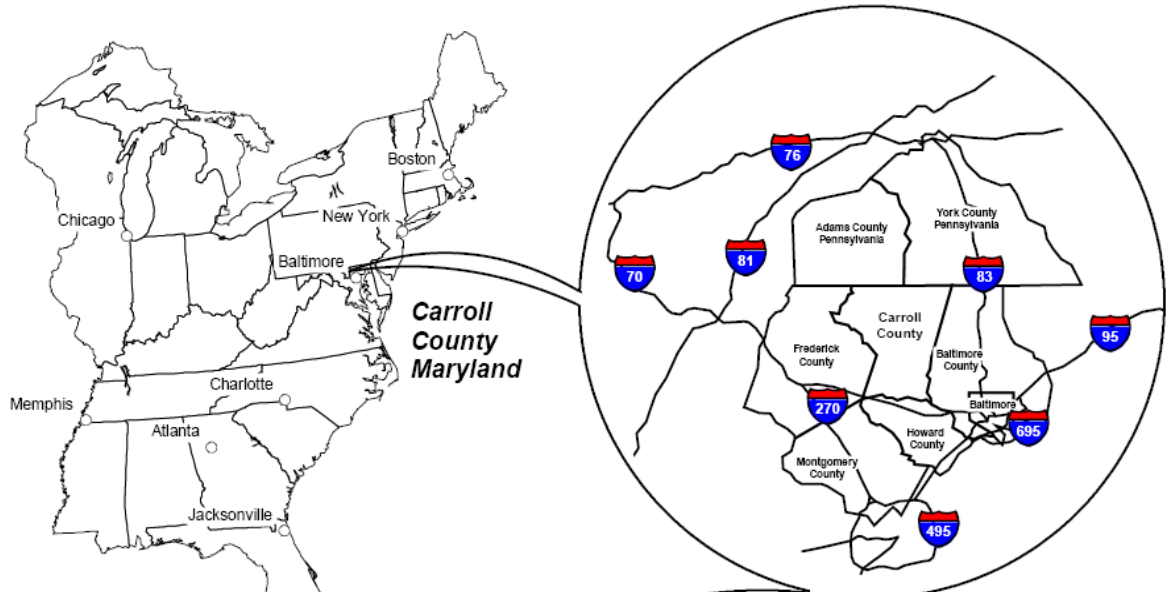
6. **Affirmation of Our Values:** This Board of County Commissioners will open its meetings with prayer; a moment of silence; followed by the Pledge of Allegiance.
7. **Protection of Individual Property Rights:** This Board believes our citizens have an unalienable right to be secure in their homes, 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.





## *General Information*

# Geography/Demographics of Carroll County, Maryland



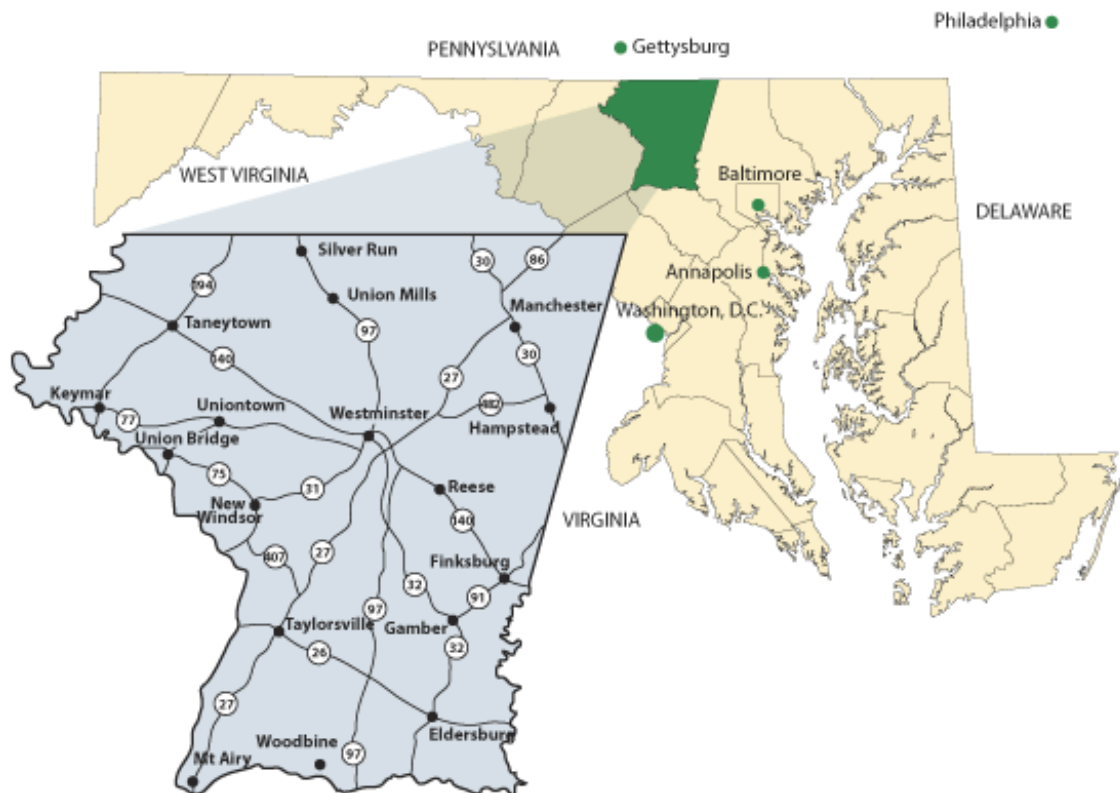
As of March 2015

<b>Population:</b>	<b>171,406</b>
<b>Households:</b>	<b>61,967</b>
<b>Square Miles:</b>	<b>452</b>
<b>Persons Per Sq. Mile</b>	<b>379</b>

Source: U.S. Census Bureau,  
Carroll County Department of Land Use, Planning  
and Development

## 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.



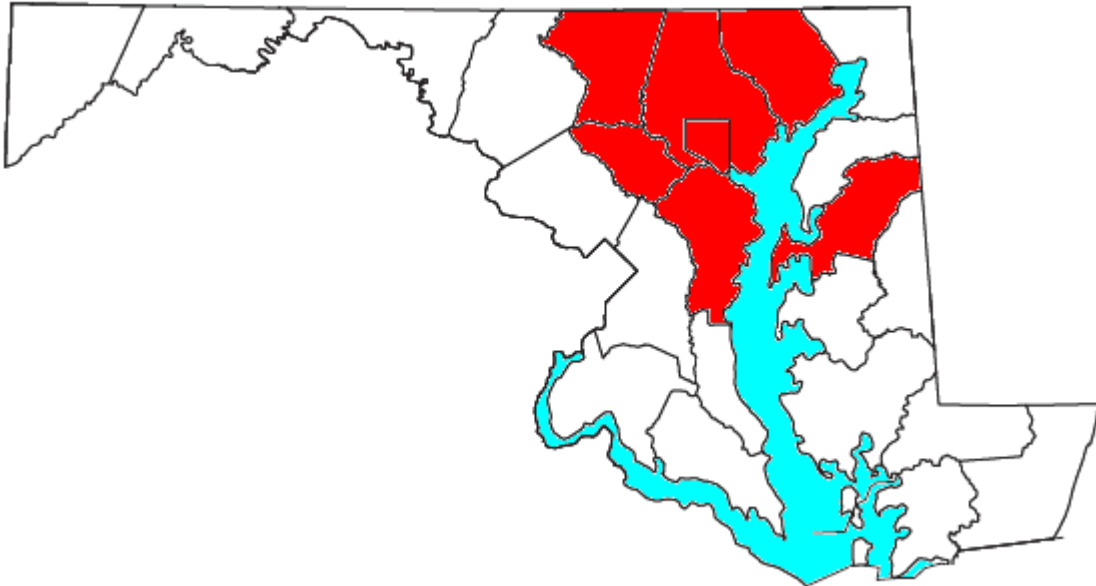
### ***Carroll County***

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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 Sam's 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 Metropolitan Area, the nation's 20th largest market, with over 2.7 million people. Located in the heart of the Mid-Atlantic on the east coast, the Baltimore Metropolitan 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 provided for 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, which was 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 was founded in 1939 and 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 around 1763. Nearby, he built the first log meeting house. 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: [www.sykesville.net/school.html](http://www.sykesville.net/school.html).



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## **Sykesville Gate House Museum**

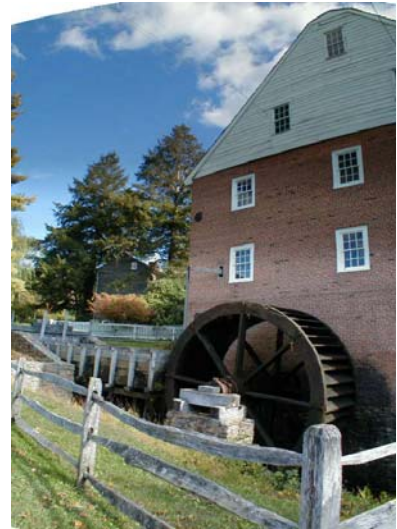
The Sykesville Gate House Museum strives to interpret the abundant history of the Town of Sykesville and its surrounding communities through its collections, exhibits, and special events. Historic home and architectural enthusiasts may opt to take the guided tour of the building's other purpose - home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

[www.sykesville.net/gatehouse.html](http://www.sykesville.net/gatehouse.html)



## **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](http://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 5 miles of hiking trails, tennis courts, playgrounds, a climbing rock, picnic tables, and comfort stations. The Piney Run Nature Center, newly constructed 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 various 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 police protection and other vital services, and (with the exception of Hampstead and Sykesville) operate their own water and sewer systems. 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.

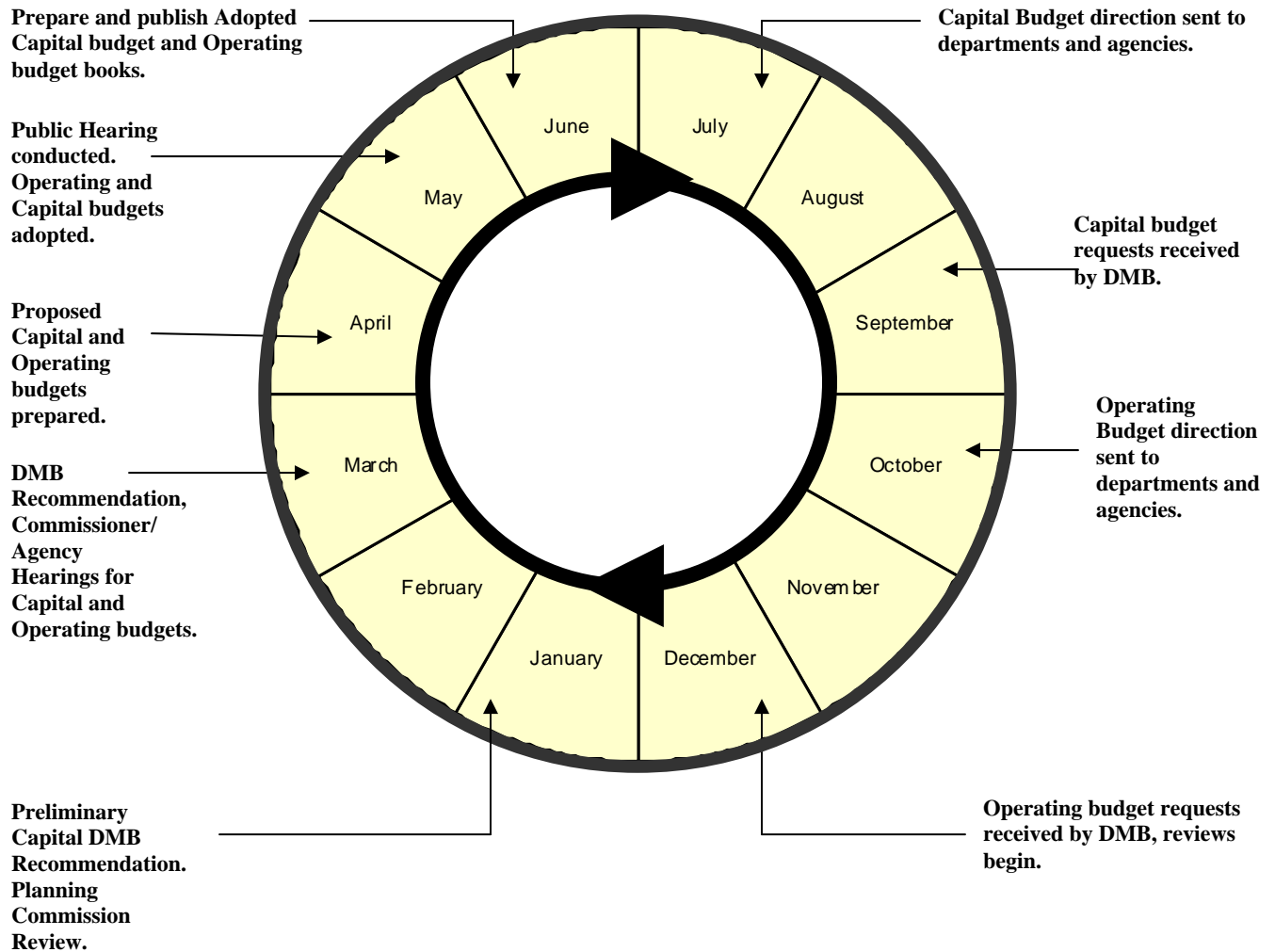
For the capital process, direction for preparation is sent out in July. Requests are then submitted in September to the budget office. The Department of Management and Budget then prepares the preliminary recommended capital budget for the ensuing fiscal year and the next five fiscal years to present 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

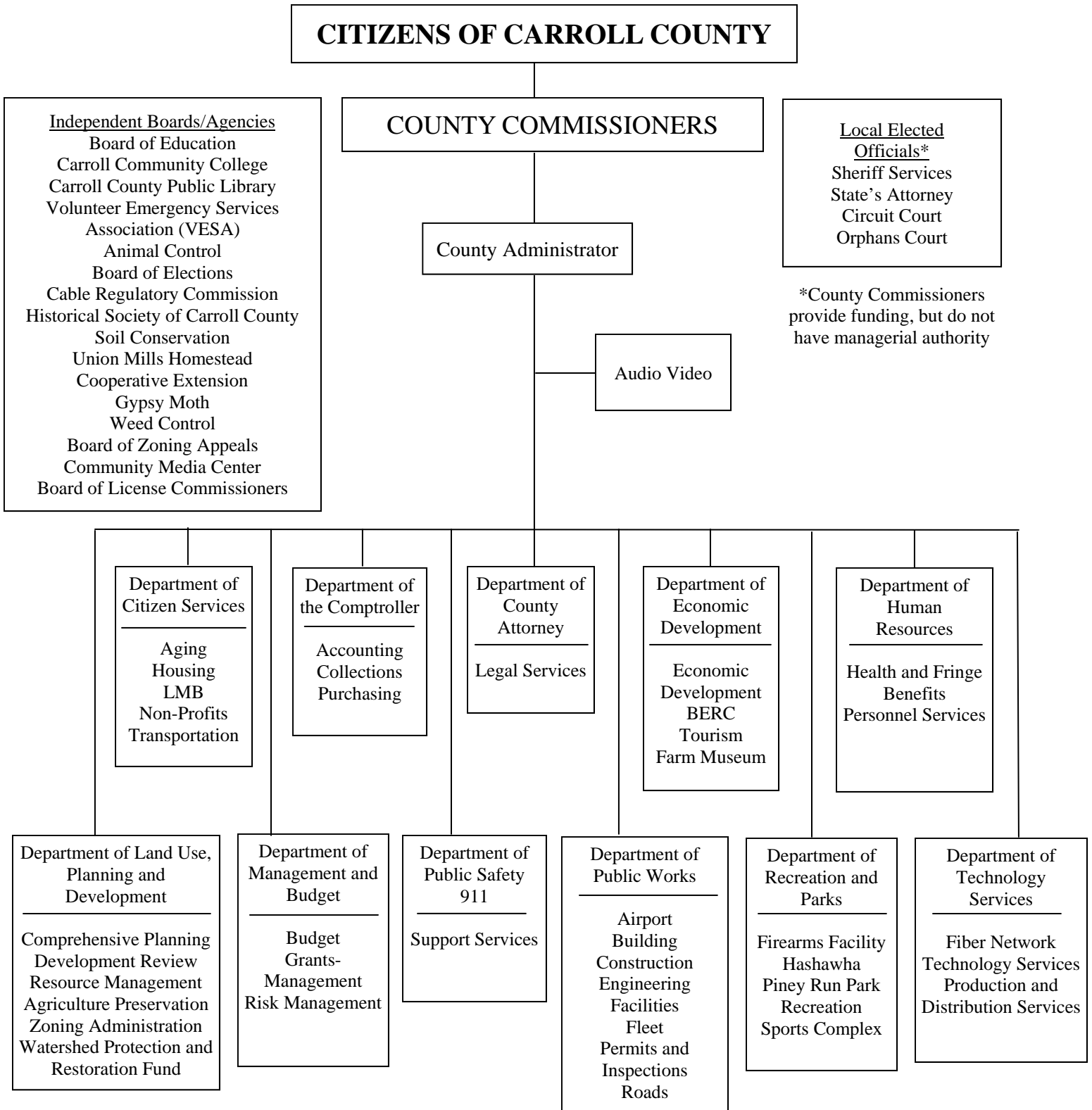
The following diagram illustrates the budget phases which span the fiscal year that begins July 1.



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 Land Use, Planning, and Development is responsible for developing and implementing the County Master Plan. Community Investment Plan review, site selection, and land banking for future schools, roads, and other public facilities are administrative functions of the Department.

The Bureau 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 the Bureau 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 Bureau fulfills this function 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.

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 Update

<http://ccgovernment.carr.org/ccg/compplan/masterplan2014>

Carroll County Master Plan 2000

<http://ccgovernment.carr.org/ccg/compplan/mstrplan>

2014 Carroll County Water and Sewer Master (MDE Approved)

<http://ccgovernment.carr.org/ccg/plan/w-splan/docs2014/ws-plan2014.pdf>

Water and Sewerage Master Plan – Amendments

<http://ccgovernment.carr.org/ccg/plan/w-samendments/>

Water Resource Element (2010)

<http://ccgovernment.carr.org/ccg/compplan/WRE/>

Freedom Community Comprehensive Plan (2001)

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

Hampstead Community Comprehensive Plan (2004)

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

Manchester and Environs Comprehensive Plan (1998)  
<http://ccgovernment.carr.org/ccg/compplan/manchester/default.asp>

Mount Airy Environs Community Comprehensive Plan (2006)  
<http://ccgovernment.carr.org/ccg/compplan/mtairy/default.asp>

New Windsor Community Comprehensive Plan (2007)  
<http://ccgovernment.carr.org/ccg/compplan/nw2007/default.asp>

Westminster Environs Community Comprehensive Plan (2007)  
<http://ccgovernment.carr.org/ccg/compplan/westmin/default.asp>

Finksburg Corridor Plan (2013)  
<http://ccgovernment.carr.org/ccg/compplan/finksburg/default.asp>

Taneytown Community Comprehensive Plan (2010)  
<http://www.taneytown.org/documents.asp>

Union Bridge Community Comprehensive Plan (2008)  
<http://ccgovernment.carr.org/ccg/compplan/unbridge/default.asp>

2012 Land Preservation, Parks & Recreation Plan  
<http://ccgovernment.carr.org/ccg/compplan/parksplan/default.asp>

Hazard Mitigation (2013)  
<http://ccgovernment.carr.org/ccg/compplan/hazard/default.asp>

Emergency Operations Plan (2007)  
<http://ccgovernment.carr.org/ccg/pubsafe/eop2007.pdf>

Ten Year Solid Waste Management Plan (2006)  
<http://ccgovernment.carr.org/ccg/pubworks/swmp/>

Carroll County Regional Airport Master Plan Document (2007)  
<http://ccgovernment.carr.org/ccg/airport/default.asp>

# Reading a Typical Budget Page

Previous year actual expenditures      Current Budget 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 year

## Facilities

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$2,182,647	\$2,286,350	\$2,261,130	\$2,316,850	1.33%	2.46%
Benefits	1,450,663	665,380	663,760	696,280	4.64%	4.90%
Operating	2,713,885	6,474,430	6,474,430	6,477,860	0.05%	0.05%
Capital	29,917	37,920	37,920	35,850	-5.46%	-5.46%
<b>Total</b>	<b>\$6,377,112</b>	<b>\$9,464,080</b>	<b>\$9,437,240</b>	<b>\$9,526,840</b>	<b>0.66%</b>	<b>0.95%</b>
Employees FTE	51.50	51.50	51.50	51.50	-----	-----

Shows the budget of the department by type of expenditure

Total full-time equivalent positions in the agency/bureau

Note: FY 14 Actuals include a health and fringe allocation while some operating expenditures were allocated to individual budgets. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

### Contact

R. Scott Moser, Deputy Director (410) 386-2248  
 Heidi K. Pepin, Senior Budget Analyst (410) 386-2082  
<http://ccgoverment.carroll.org/ccg/facility/default.asp>

### 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 forty-five 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.

### Program Highlights

Recent projects include:

- Replacement of the Health Department roof
- Elevator upgrade at the Detention Center
- Replacement of the boiler at the Multi-Service Center

### Budget Changes

- The decrease from FY 15 Original to the Adjusted is due to employee turnover.
- A 2.5% salary increase is included in FY 16.

Significant changes from the prior year budget

### Positions

Title	Type	FTE
Administrative Office Associate	Full-time	1.00
Bureau Chief	Full-time	1.00
Custodian	Full-time	4.00
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	23.00
Service/Maintenance	Contractual	0.50
Technical Support Coordinator	Full-time	1.00
Trades Specialist	Full-time	7.00
<b>Total</b>		<b>51.50</b>

Total authorized full-time equivalent positions in the agency/bureau

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.



*Financial, Demographic and Economic  
Information and Policies*

# **Description and Structure of Funds**

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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 to account for various grant revenues, developer Impact Fees, and agricultural transfer tax monies. Beginning in FY 15, a portion of the Property Tax will be dedicated to operating expenses relating to stormwater management and compliance with the County's National Pollutant Discharge Elimination System permit and accounted for in the Watershed Protection and Restoration Fund.

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 Fund* is 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 fund accounts for losses relating to the deductibles from property and liability claims filed against the County.

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.

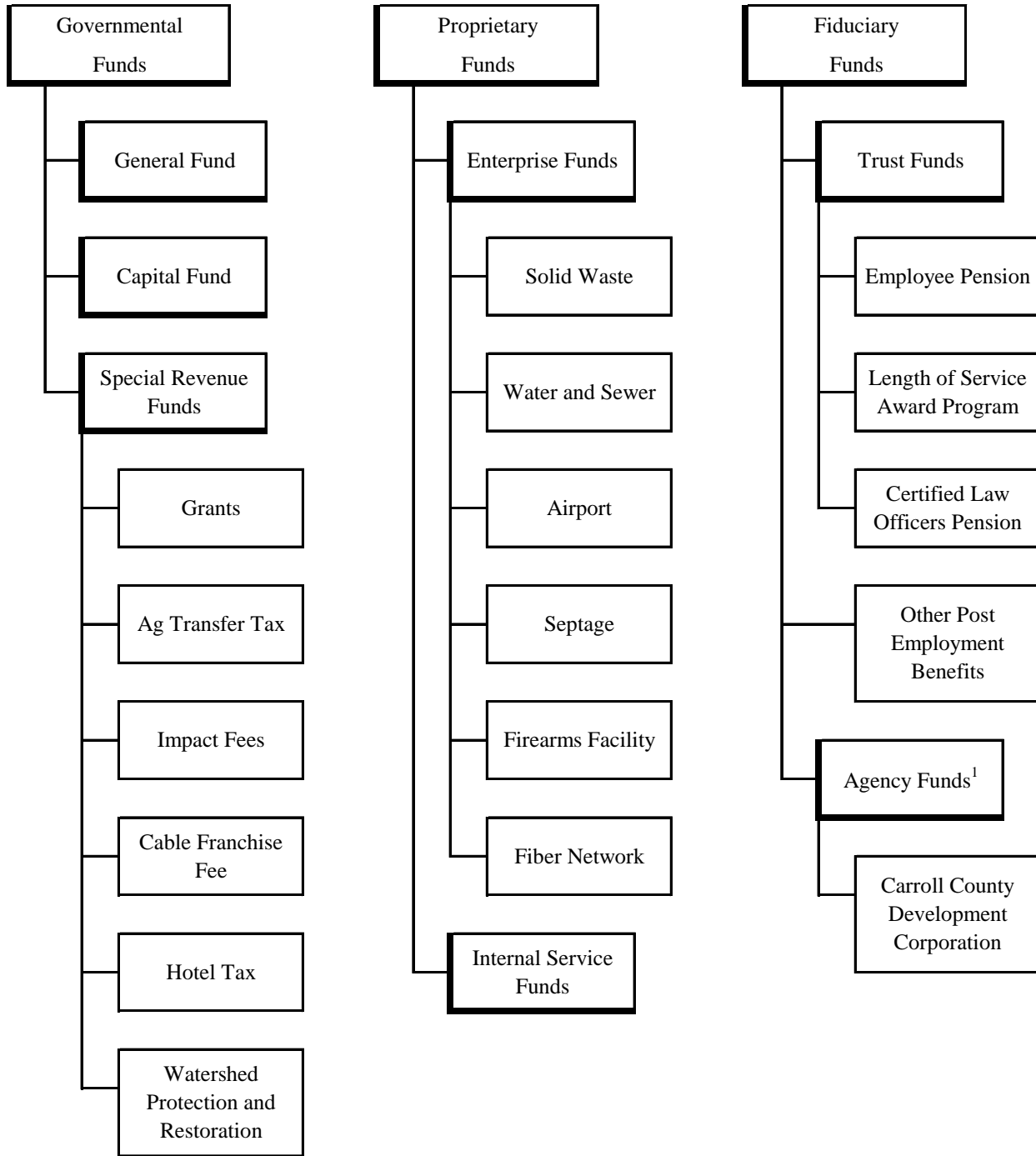
The *Length of Service Award Program (LOSAP) Fund* was established during FY 04 to account for the pension system for the volunteer fire personnel serving the various independent volunteer fire companies in the County.

The *Certified Law Officers Pension Trust* was established during FY10 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



<sup>1</sup>All funds are appropriated except for Agency Funds. The Agency fund is included in the audited financial statements.

# Long-Term Financial Policies

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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
    - Agricultural Transfer Tax
    - Hotel Rental Tax
    - Impact Fees
    - 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
  - Firemen's LOSAP 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, Bond Interest, 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 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. 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 Laws.

- **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 will 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:
  - a.) Property Taxes
  - b.) Income Tax
  - c.) Recordation Tax
  - d.) State Shared Taxes
  - e.) Investment Interest
- 2.) The following events create significant financial difficulty for the County and are in excess of the current year's appropriated contingency:
  - o 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**

	<b>FY 10</b>	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>
Budget	\$349.0	\$350.3	\$350.3	\$361.7	\$367.1
Fund Balance (unassigned)	\$8.0	\$16.8	\$14.8	\$16.2	\$6.9
<b>% of Budget</b>	<b>2.29%</b>	<b>4.80%</b>	<b>\$4.22%</b>	<b>4.48%</b>	<b>1.88%</b>

### **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.

# 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 2013

<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.....	54	1.2	405	0.7
Construction.....	874	18.8	5,101	9.1
Manufacturing.....	138	3.0	4,052	7.2
Trade, Transportation, and Utilities.....	899	19.3	11,290	20.1
Information.....	42	0.9	434	0.8
Financial Activities.....	349	7.5	1,593	2.8
Professional and Business Services.....	958	20.6	6,561	11.7
Education and Health Services.....	492	10.6	9,563	17.1
Leisure and Hospitality.....	340	7.3	6,558	11.7
Other Services.....	420	9.0	2,286	4.1
Local Government.....	65	1.4	6,718	12.0
State Government.....	10	0.2	1,216	2.2
Federal Government.....	<u>20</u>	<u>0.4</u>	<u>292</u>	<u>0.5</u>
Total.....	<u>4,661</u>	<u>100.0%</u>	<u>56,069</u>	<u>100.0%</u>

\* Totals may not add due to rounding.

Source: Maryland Department of Labor, Licensing, and Regulation – Employment and Payrolls

Listed below are the 10 largest employers in Carroll County and an estimated of total employment as of July 2014.

<u>Firm</u>	<u>Product/Service</u>	<u>Estimated Total Employment</u>
Carroll County Board of Education*....	Elementary and secondary education.....	3,342
Carroll Hospital Center.....	General hospital.....	1,438
Springfield Hospital Center.....	Mental health services.....	833
Random House .....	Book warehousing and distribution.....	830
Carroll County Commissioners**.....	Local government central office.....	655
McDaniel College.....	Higher education.....	623
Fairhaven (Episcopal Ministries).....	Life care retirement community.....	580
Northrup Grumman.....	Electric testing.....	425
English American Tailoring.....	Made-to-Measure Clothing.....	415
Evapco.....	Cooling equipment manufacturer.....	400

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

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

Source: Carroll County's FY 14 Comprehensive Annual Financial Report.

## 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>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>	<u>2009</u>
Anne Arundel County.....	5.9%	6.1%	6.6%	7.1%	6.7%
Baltimore City.....	9.6	10.2	10.9	11.9	10.7
Baltimore County.....	6.9	7.3	7.7	8.3	47.8
<b>Carroll County.....</b>	<b>5.2</b>	<b>6.2</b>	<b>6.6</b>	<b>7.2</b>	<b>6.7</b>
Harford County.....	6.6	7.0	7.4	8.0	7.5
Howard County.....	4.9	5.0	5.3	5.7	5.5
Queen Anne's County.....	5.9	6.2	7.1	7.4	7.0
State of Maryland.....	6.6	6.8	7.3	7.8	7.4
United States.....	7.4	8.1	8.9	9.6	9.3

Sources: Maryland Department of Labor, Licensing, and Regulation – Division of Workforce Development and Adult Learning; U.S. Department of Labor, Bureau of Labor Statistics.

\*Yearly averages are revised to the 2011 benchmark from the Current Population Survey, Published March 2013.

## Income

A comparison of the per capita personal income growth for Carroll County, the other jurisdictions in the Baltimore MSA, and the State of Maryland is shown in the table below:

	<u>2005</u>	<u>2010</u>	<u>% Increase</u>
Anne Arundel County.....	\$47,823	\$54,506	13.9%
Baltimore City.....	43,580	49,280	13.0
Baltimore County.....	32,270	40,030	24.0
<b>Carroll County.....</b>	<b>38,431</b>	<b>44,247</b>	<b>15.1</b>
Harford County.....	39,308	46,871	19.2
Howard County.....	54,844	63,375	15.5
Queen Anne's County.....	41,401	46,732	12.8
State of Maryland.....	42,405	49,023	15.6

Source: U.S. Bureau of Economic Analysis – Regional Economic Information System, Updated April 2012.

## 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>
2013.....	\$8,290,487	\$319,125,495	0.5%	1.1%
2012.....	8,246,823	315,775,620	4.5	3.6
2011.....	7,612,765	295,235,516	2.8	3.5
2010.....	7,400,133	283,633,895	2.8	3.1
2009.....	7,192,191	274,980,101	2.4	0.9
2008.....	7,176,136	272,542,169	2.1	3.0
2007.....	7,022,227	264,367,477	3.6	4.5
2006.....	6,773,450	252,780,827	6.4	6.4

Source: Maryland Department of Planning, Maryland State Data Center, from U.S. Bureau of Economic Analysis, March 2014.

## 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
<b>Carroll County.....</b>	<b>55.1</b>
Harford County.....	48.1
Howard County.....	62.0
Queen Anne's County.....	59.8

Source: 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 2013 as a percentage of their ninth grade enrollment, four grades earlier, are presented below:

Anne Arundel County.....	86.6%
Baltimore City.....	77.2
Baltimore County.....	86.0
<b>Carroll County.....</b>	<b>95.0</b>
Harford County.....	90.0
Howard County.....	94.2
Queen Anne's County.....	94.0
State of Maryland.....	87.4

Source: Maryland State Department of Education – 2014 Maryland Report Card

# *Debt Management*

# Debt Management

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## **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 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 benefits of a capital project are to be generally enjoyed by members of 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, 2014, 67.6% 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 2014 have an aggregate principal amount of \$15.0 million in new bonds and \$58.5 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 <sup>1</sup>	Standard & Poor <sup>2</sup>	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

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.

<sup>1</sup> Relative ranking within a range may be designated by 1, 2, or 3.

<sup>2</sup> Relative ranking within a rating may be designated by a + or -.



Moody's has assigned Carroll County an **Aa1** rating, Standard and 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; prepares the official statement; selects 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, 2015

### Schedule of Debt Service Requirements (1)

Fiscal Years Ending June 30	Notes, Capital Leases, General Obligation Debt												Total Debt		
	G.O. Bonds(2)		Watershed Bonds		and Other Debt		Principal		Interest		Total General Fund			Enterprise Funds	Grand Total Debt
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest			
2016	\$27,911,073	\$10,988,415	50,792	23,885	210,379	52,922	0	1,728,795	\$28,172,244	12,794,016	\$40,966,260	2,068,037	738,832	2,806,869	\$43,773,129
2017	26,930,894	9,998,710	52,608	22,069	219,350	43,951	0	1,728,795	\$27,202,852	11,793,525	\$38,996,377	2,050,288	655,781	2,706,069	\$41,702,445
2018	25,412,987	8,943,844	54,489	20,188	228,704	34,597	0	1,728,795	\$25,696,180	10,727,424	\$36,423,604	1,965,547	562,861	2,528,407	\$38,952,012
2019	23,857,295	7,903,661	56,437	18,240	238,456	24,845	1,201,212	1,728,795	\$25,353,400	9,675,540	\$35,028,941	1,911,882	470,830	2,382,712	\$37,411,653
2020	22,112,298	6,937,020	58,455	16,222	248,625	14,676	0	1,656,722	\$22,419,378	8,624,640	\$31,044,018	1,787,826	386,782	2,174,608	\$33,218,626
2021	19,027,884	6,030,319	60,546	14,132	193,402	4,074	0	1,656,722	\$19,281,832	7,705,247	\$26,987,078	1,495,516	306,617	1,802,133	\$28,789,211
2022	15,453,169	5,230,339	62,710	11,967	0	0	246,000	1,656,722	\$15,761,879	6,899,028	\$22,660,907	1,436,831	242,034	1,678,864	\$24,339,771
2023	14,573,017	4,529,615	45,198	9,724	0	0	680,930	1,625,277	\$15,299,145	6,164,616	\$21,463,761	1,326,983	179,089	1,506,073	\$22,969,834
2024	13,799,697	3,869,131	33,755	8,094	0	0	1,006,624	1,604,963	\$14,840,076	5,482,187	\$20,322,263	700,303	134,268	834,571	\$21,156,834
2025	11,856,485	3,289,506	30,776	7,021	0	0	2,179,934	1,494,996	\$14,067,195	4,791,523	\$18,858,718	513,515	82,973	596,488	\$19,455,206
2026	12,207,352	2,804,458	23,986	5,739	0	0	1,346,000	1,426,771	\$13,577,338	4,236,968	\$17,814,306	537,648	60,918	598,566	\$18,412,871
2027	12,550,207	2,334,556	24,861	4,864	0	0	2,584,000	1,379,884	\$15,159,068	3,719,304	\$18,878,372	559,793	41,873	601,665	\$19,480,037
2028	12,907,898	1,830,664	25,769	3,956	0	0	0	1,242,904	\$12,933,667	3,077,524	\$16,011,190	582,102	21,910	604,012	\$16,615,202
2029	13,279,351	1,299,037	26,709	3,016	0	0	107,290	1,242,904	\$13,413,350	2,544,957	\$15,958,307	605,649	1,150	606,799	\$16,565,106
2030	9,482,615	808,683	27,686	2,042	0	0	4,662,430	1,161,776	\$14,172,731	1,972,501	\$16,145,231	127,385	3,708	131,094	\$16,276,325
2031	5,667,229	477,608	28,264	1,031	0	0	13,115,500	788,795	\$18,810,993	1,267,434	\$20,078,427	2,771	68	2,839	\$20,081,266
2032	4,390,000	284,675	0	0	0	0	0	205,835	\$4,390,000	490,510	\$4,880,510	0	0	0	\$4,880,510
2033	3,080,000	150,263	0	0	0	0	445,320	194,145	\$3,525,320	344,408	\$3,869,728	0	0	0	\$3,869,728
2034	2,010,000	59,738	0	0	0	0	3,475,344	182,456	\$5,485,344	242,193	\$5,727,537	0	0	0	\$5,727,537
2035	750,000	11,250	0	0	0	0	0	0	\$750,000	11,250	\$761,250	0	0	0	\$761,250
	<u>\$277,259,448</u>	<u>\$77,781,490</u>	<u>\$663,041</u>	<u>\$172,190</u>	<u>\$1,338,916</u>	<u>\$175,065</u>	<u>\$31,050,584</u>	<u>\$24,436,05</u>	<u>\$310,311,989</u>	<u>\$102,564,795</u>	<u>\$412,876,784</u>	<u>\$17,672,078</u>	<u>\$3,889,692</u>	<u>\$21,561,770</u>	<u>\$434,438,554</u>

(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 \$1,338,916  
Source: Carroll County Department of the Comptroller.

**Projected Statement of Direct and Enterprise Fund Bonded  
Debt Issued and Outstanding  
As of June 30, 2015 (1)**

<b>Direct Bonded Debt</b>	<b>Principal Date of Issue</b>	<b>Issued</b>	<b>Outstanding</b>
Volunteer Fire Dept. Project Bonds.....	11/01/03	2,100,000	660,000
Consolidated Public Improvement Refunding Bonds.....	03/11/04	32,090,354	0
Consolidated Public Improvements.....	07/27/04	21,995,000	0
Taxable Pension Funding Bonds.....	07/27/04	12,800,000	0
Volunteer Fire Dept Project Bonds.....	09/22/04	2,065,000	829,402
Consolidated Public Improvement.....	12/01/05	31,799,320	2,160,989
Volunteer Fire Dept Project Bonds.....	12/01/05	2,900,000	1,145,000
Consolidated Public Improvement.....	10/10/06	20,260,000	2,696,757
Consolidated Public Improvement Refunding Bonds.....	01/09/07	23,165,983	11,938,239
Consolidated Public Improvement & Refunding.....	11/13/07	27,100,000	14,399,637
Consolidated Public Improvement.....	11/13/08	72,088,000	15,554,627
Consolidated Public Improvement & Refunding-Series A.....	11/12/09	30,931,089	12,776,647
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	4,608,198
Consolidated Public Improvement Refunding Fire Company Series B.....	10/21/10	2,210,000	855,000
Consolidated Public Improvement Series D.....	10/21/10	19,649,128	17,773,030
Consolidated Public Improvements and Refunding.....	11/10/11	28,623,957	25,988,134
Consolidated Public Improvement and Refunding.....	11/08/12	37,680,345	35,530,345
Consolidated Public Improvement.....	11/14/13	26,000,000	24,665,000
Taxable Pension Refunding Bonds.....	12/23/13	4,524,000	4,524,000
Consolidated Public Improvement and Refunding.....	11/13/14	67,576,682	67,576,682
<b>Installment Purchase Agreements:</b>			
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
<b>Farmers Home Administration:</b>			
Watershed Bond — 1972.....	06/01/72	769,700	210,640
Watershed Bond — 1974.....	07/01/74	253,000	97,135
Watershed Bond — 1979.....	09/02/80	<u>678,800</u>	<u>355,266</u>
		<u>\$563,269,032</u>	<u>\$308,973,073</u>
<b>Enterprise Fund Bonded Debt</b>			
Consolidated Public Improvement Refunding Bonds.....	03/11/04	2,166,411	0
Consolidated Public Improvements.....	07/27/04	378,474	0
Consolidated Public Improvements.....	12/01/05	302,525	20,139
Consolidated Public Improvements.....	10/10/06	200,000	28,884
Consolidated Public Improvement Refunding Bonds.....	01/09/07	212,504	109,511
Consolidated Public Improvement & Refunding.....	11/13/07	9,401,000	5,008,570
Consolidated Public Improvements.....	11/13/08	7,616,000	1,563,731
Consolidated Public Improvement & Refunding Series A.....	11/12/09	745,461	408,163
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	2,352
Consolidated Public Improvement D.....	10/21/10	13,742	12,430
Consolidated Public Improvements and Refunding.....	11/10/11	484,429	418,539
Consolidated Public Improvement and Refunding.....	11/08/12	198,549	198,549
Consolidated Public Improvement and Refunding.....	11/13/14	5,446,058	5,446,058
Water Quality Loan — MD Dept. of the Environment.....	03/22/00	532,680	188,125
Consolidated Public Improvement Refunding Bonds (Solid Waste)	03/11/04	1,004,270	0
Solid Waste.....	07/27/04	2,449,026	0
Solid Waste.....	01/09/07	345,658	178,130
Solid Waste.....	11/13/07	604,000	321,793
Solid Waste.....	11/13/08	296,000	86,642
Solid Waste Series A.....	11/12/09	203,450	5,190
Solid Waste.....	11/10/11	789,648	789,648
Solid Waste.....	11/13/14	406,860	406,860
Septage.....	10/09/06	200,000	24,359
Septage.....	11/08/12	62,391	62,391
Airport.....	11/13/01	2,200,000	770,000

Consolidated Public Improvement Refunding Bonds (Airport)	03/11/04	278,964	0
Airport .....	07/27/04	407,500	0
Airport .....	12/01/05	58,155	3,871
Airport .....	01/09/07	240,854	124,121
Airport Series A .....	10/21/10	93,300	34,450
Airport Series D .....	10/21/10	27,130	24,540
Airport .....	11/10/11	286,966	258,680
Airport .....	11/08/12	18,715	18,715
Airport .....	11/13/14	85,400	85,400
		<u>\$ 38,834,730</u>	<u>\$ 17,672,078</u>
		<u>\$563,269,032</u>	<u>\$326,645,150</u>

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

- (a) Promissory Notes ..... \$0
  - (b) Capital Lease Agreements ..... \$1,338,916
- (2) 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, 2015.

**Projected County Debt  
Exclusive of Enterprise Fund Debt (1)**

	<u>Bonded Debt</u>	<u>Estimated Population</u>	<u>Assessed Value</u>	<u>Bonded Debt Per Capita</u>	<u>Bonded Debt to Assessed Value</u>
2015.....	\$308,973,073	171,094	\$18,588,705,000	\$1,805.87	1.66%
2014.....	322,300,607	170,643	18,514,343,538	1,888.74	1.74
2013.....	319,294,954	169,519	18,789,765,921	1,883.53	1.70
2012.....	323,601,170	168,570	19,813,576,019	1,919.68	1.63
2011.....	331,907,961	167,929	20,895,165,478	1,976.47	1.58
2010.....	319,629,519	167,134	22,066,168,625	1,912.41	1.45

**Projected County Debt  
Inclusive of Enterprise Fund Debt (1)**

	<u>Bonded Debt (2)</u>	<u>Estimated Population</u>	<u>Assessed Value</u>	<u>Bonded Debt Per Capita</u>	<u>Bonded Debt to Assessed Value</u>
2015.....	\$326,645,150	171,094	\$18,588,705,000	\$1,907.40	1.76%
2014.....	342,092,417	170,643	18,514,343,538	2,004.72	1.85
2013.....	341,226,838	169,519	18,789,765,921	2,012.91	1.81
2012.....	347,723,989	168,570	19,813,576,019	2,062.79	1.75
2011.....	359,464,291	167,929	20,895,165,478	2,140.57	1.72
2010.....	349,771,337	167,134	22,066,168,625	2,092.75	1.59

(1) These 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..

(2) This 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, 2015**

Net assessed value- Real Property	\$ 17,967,373,000	
Debt limit - 6% of net total assessed value (1)		\$ 1,078,042,380
Assessed Value-Personal Property	<u>516,876,000</u>	
Debt limit- 15% of Net Assessed Value		<u>77,531,400</u>
Total Debt Limit		1,155,573,780
Amount of debt applicable to debt limit:		
Total Bonded Debt	\$ 326,457,025	
Less- Agricultural Preservation Program Self Supporting Debt	31,050,583	
Less- Fire Company Loans- Self Supporting Debt	7,869,230	
Less - Bureau of Utilities bonds and loans payable	14,289,163	
Less - Septage bonds payable	86,750	
Total amount of debt applicable to debt limit		<u>273,161,299</u>
Legal debt margin		<u><u>\$ 882,412,481</u></u>

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  
2006-2015

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
2006	13,470,143,079	6.0%	852,874,621	226,319,103	626,555,518	26.54%
2007	15,441,306,101	6%/15%	974,208,067	211,725,319	762,482,748	21.73%
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	18,484,249,000	6%/15%	1,155,573,780	273,161,299	882,412,481	23.64%

***Fund Balance***

# Explanation of Fund Balance

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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 6/30/14 Audited - CAFR	Projected for 6/30/15 as of 4/17/15	Projected for 6/30/16
<b><u>Beginning Fund Balance</u></b>	<b>\$104,887,508</b>	<b>\$104,044,469</b>	<b>\$93,456,964</b>
Revenues	360,281,622	353,976,690	369,016,570
Expenditures	(365,335,005)	(364,564,195)	(379,212,320)
GO Bond proceeds, premium, and redemption	735,000	0	
Non-Cash Notes	3,475,344	0	
<b>Projected Ending Fund Balance</b>	<b>\$104,044,469</b>	<b>\$93,456,964</b>	<b>\$83,261,214</b>
<b><u>Nonspendable</u></b>			
Inventory	1,196,709	1,196,709	1,200,000
Prepaid expenses	253,110	211,074	150,000
Loans for Economic Development	5,755,293	5,786,269	6,000,000
Loans to Volunteer Fire Companies	11,677,896	12,077,088	13,000,000
Loans to Municipalities	141,695	141,695	140,000
Advances to Industrial Development Authority	1,141,907	1,141,907	1,141,908
Due from other governmental funds	9,042,550	7,357,775	8,600,000
<b>Total Nonspendable</b>	<b>29,209,160</b>	<b>27,912,517</b>	<b>30,231,908</b>
<b><u>Restricted</u></b>			
Agricultural Preservation Payables	24,572,853	26,812,222	26,812,222
Weed Control future truck equipment purchase	91,089	115,414	120,000
Loans collectible within one year	1,388,494		
Impact Fees	0		
<b>Total Restricted</b>	<b>26,052,436</b>	<b>26,927,636</b>	<b>26,932,222</b>
<b><u>Committed</u></b>			
Stabilization Fund	18,425,000	18,425,000	18,425,000
Fire Company loan - Mt Airy bond money	0	0	0
Medical Claims Reserve	1,400,000	1,400,000	1,400,000
<b>Total Committed</b>	<b>19,825,000</b>	<b>19,825,000</b>	<b>19,825,000</b>
<b><u>Assigned</u></b>			
Appropriation of Prior Year Unassigned Fund Balance	20,533,868	15,770,635	3,524,786
Agricultural Preservation Payables	0	0	0
Encumbrances	1,501,832	1,501,200	1,500,000
<b>Total Assigned</b>	<b>22,035,700</b>	<b>17,271,835</b>	<b>5,024,786</b>
<b><u>Unassigned</u></b>			
Unassigned	6,922,173	1,519,976	1,247,298
<b>Total Unassigned</b>	<b>6,922,173</b>	<b>1,519,976</b>	<b>1,247,298</b>
<b><u>Summary</u></b>			
<b>Ending Fund Balance</b>	<b>104,044,469</b>	<b>93,456,964</b>	<b>83,261,214</b>
Less: Nonspendable	(29,209,160)	(27,912,517)	(30,231,908)
Less: Restricted	(26,052,436)	(26,927,636)	(26,932,222)
Less: Committed	(19,825,000)	(19,825,000)	(19,825,000)
Less: Assigned	(22,035,700)	(17,271,835)	(5,024,786)
<b>Current Year Unassigned</b>	<b>\$6,922,172</b>	<b>\$1,519,976</b>	<b>\$1,247,298</b>

Fund Balance

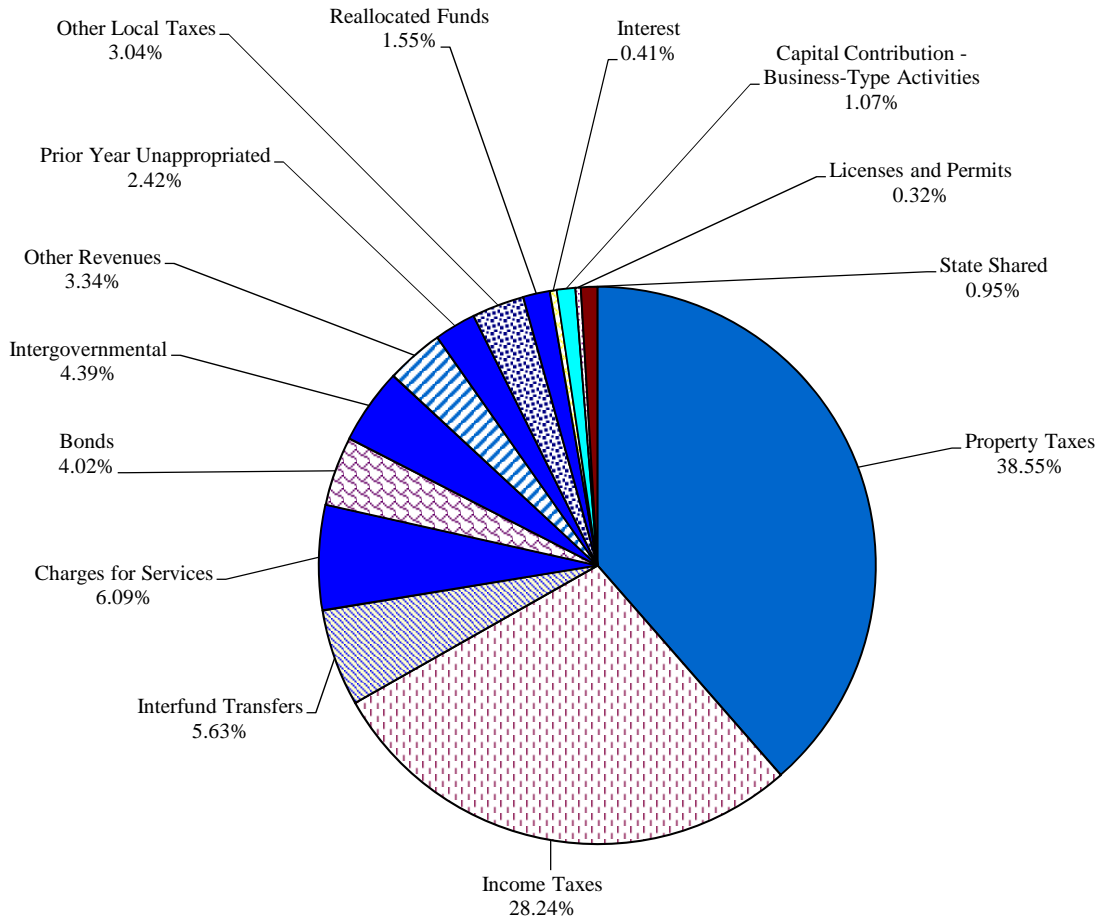


***Total Budget Summary***

# All Funds Sources - By Category

**Fiscal Year 2016 Budget**

**\$507,902,735**

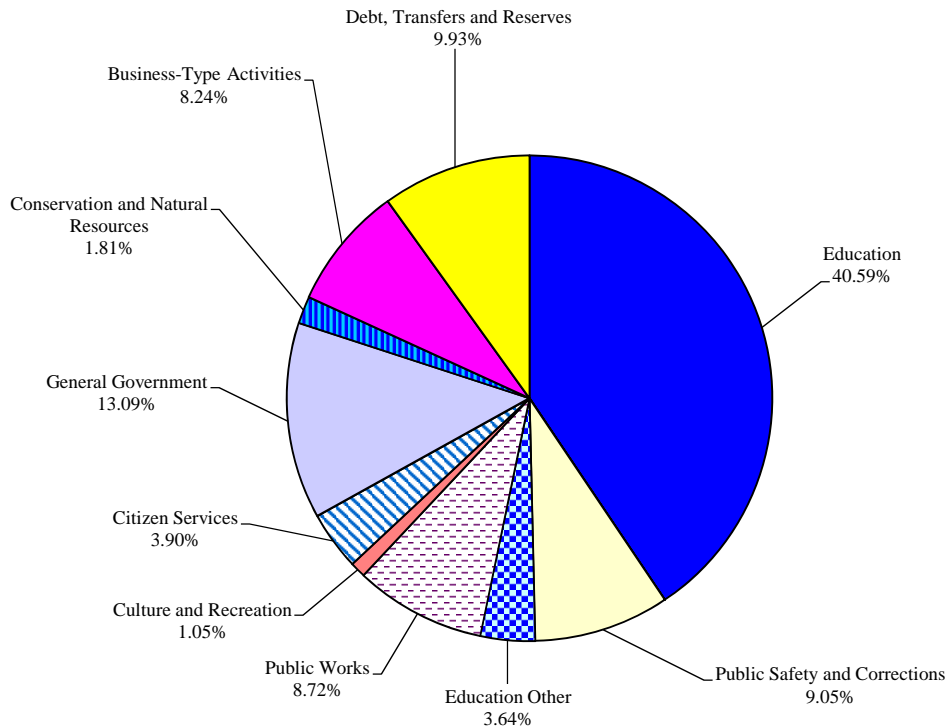


<u>Category</u>	FY 14 Actuals	FY 15 Budget	% Chg from FY 14	FY 16 Budget	% Chg from FY 15
Property Taxes	\$195,629,457	\$192,258,630	-1.72%	\$195,795,700	1.84%
Income Taxes	131,533,099	135,918,119	3.33%	143,410,440	5.51%
Interfund Transfers	27,763,701	25,892,887	-6.74%	28,603,170	10.47%
Charges for Services	20,097,607	31,176,680	55.13%	30,914,370	-0.84%
Bonds	31,956,084	11,303,746	-64.63%	20,435,331	80.78%
Intergovernmental	17,477,846	67,169,477	284.31%	22,287,919	-66.82%
Other Revenues	45,228,353	15,307,454	-66.16%	16,976,644	10.90%
Prior Year Unappropriated	0	14,317,450	100.00%	12,274,400	-14.27%
Other Local Taxes	11,904,154	13,125,960	10.26%	15,425,570	17.52%
Reallocated Funds	0	12,615,225	100.00%	7,871,803	-37.60%
Interest	1,886,807	1,263,880	-33.01%	2,065,060	63.39%
Capital Contribution - Business-Type Activities	2,021,211	201,896	-90.01%	5,424,000	2586.53%
Licenses and Permits	1,475,868	1,761,770	19.37%	1,606,860	-8.79%
State Shared	5,219,571	2,255,590	-56.79%	4,811,468	113.31%
<b>Total</b>	<b>\$492,193,758</b>	<b>\$524,568,764</b>	<b>6.58%</b>	<b>\$507,902,735</b>	<b>-3.18%</b>

# All Funds Uses - By Category

**Fiscal Year 2016 Budget**

**\$507,902,735**



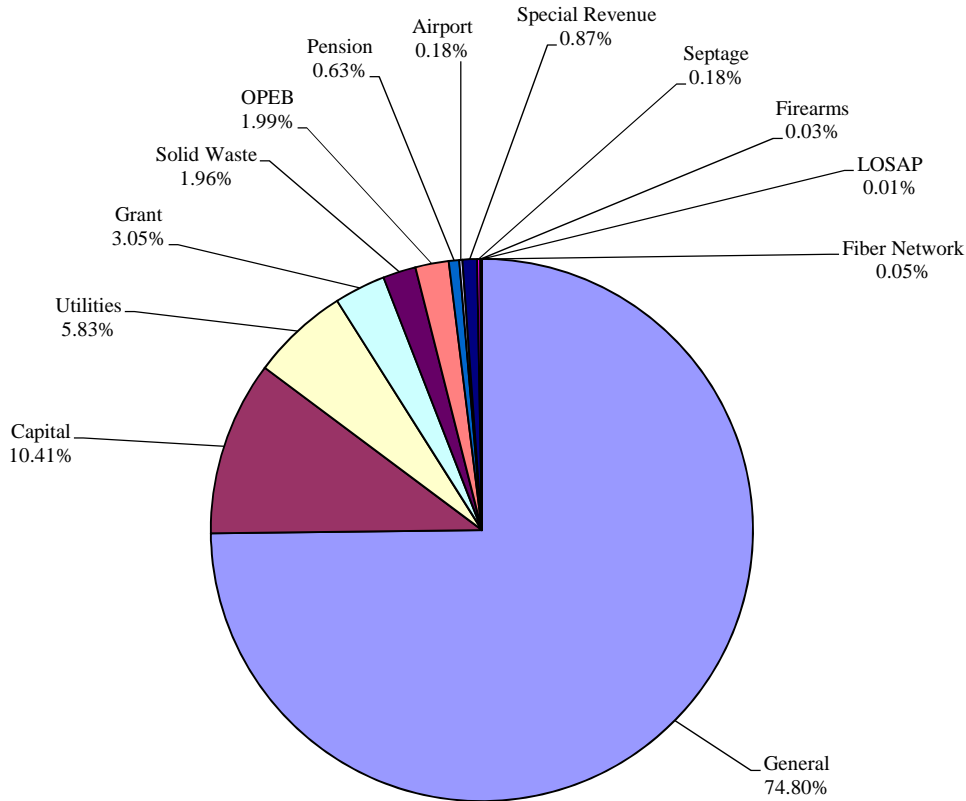
<u>Category</u>	FY 14 Actual	FY 15 Budget	% Chg from FY 14	FY 16 Budget	% Chg from FY 15
Education	\$204,921,099	\$205,764,179	0.41%	\$206,147,610	0.19%
Administrative Services <sup>1</sup>	15,095,523	30,414,730	101.48%	0	-100.00%
Public Safety and Corrections	45,255,387	39,498,007	-12.72%	45,943,980	16.32%
Education Other	27,093,651	18,043,210	-33.40%	18,471,570	2.37%
Public Works	39,430,677	44,646,310	13.23%	44,286,335	-0.81%
Culture and Recreation	3,316,813	937,600	-71.73%	5,328,803	468.35%
Citizen Services	19,159,908	19,045,482	-0.60%	19,782,985	3.87%
General Government	38,729,868	35,164,316	-9.21%	66,478,847	89.05%
Conservation and Natural Resources	13,700,589	8,875,950	-35.21%	9,199,600	3.65%
Business-Type Activities	18,609,902	76,806,880	312.72%	41,839,065	-45.53%
Debt, Transfers and Reserves	42,676,891	45,372,100	6.32%	50,423,940	11.13%
<b>Total</b>	<b>\$467,990,308</b>	<b>\$524,568,764</b>	<b>12.09%</b>	<b>\$507,902,735</b>	<b>-3.18%</b>

<sup>1</sup>In FY 16 the category Administrative Services was eliminated and departments under it were moved to Public Safety and Corrections, and General Government.

# All Funds Uses - By Fund

**Fiscal Year 2016 Budget**

**\$507,902,735**



<u>Fund</u>	FY 14 Actual	FY 15 Budget	% Chg from FY 14	FY 16 Budget	% Chg from FY 15
General	\$365,229,242	\$368,494,140	0.89%	\$379,912,320	3.10%
Capital	61,542,964	48,310,477	-21.50%	52,883,471	9.47%
Utilities	10,545,920	14,867,680	40.98%	29,598,565	99.08%
Grant	15,305,944	14,940,077	-2.39%	15,466,889	3.53%
Solid Waste	5,735,844	9,900,080	72.60%	9,964,800	0.65%
OPEB	4,011,367	9,632,900	140.14%	10,103,580	4.89%
Pension	1,115,276	3,393,400	204.27%	3,222,980	-5.02%
Airport	749,429	48,907,320	6425.95%	936,500	-98.09%
Special Revenue	1,560,652	2,740,890	75.62%	4,424,430	61.42%
Septage	1,160,069	1,908,900	64.55%	913,700	-52.13%
Firearms	195,165	165,500	-15.20%	155,500	-6.04%
Fiber Network	223,475	1,057,400	100.00%	270,000	-74.47%
LOSAP	614,962	250,000	0.00%	50,000	-80.00%
<b>Total</b>	<b>\$467,990,308</b>	<b>\$524,568,764</b>	<b>12.09%</b>	<b>\$507,902,735</b>	<b>-3.18%</b>

# All Funds Revenue Summary

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All Funds revenue is projected to be \$507.9M in FY 16 with over two-thirds of this amount coming from property taxes and income taxes. Total revenue is down \$16.7M, or 3.2%, below FY 15. This decrease is driven primarily by a \$48.0M Airport Enterprise Runway project in FY 15, partially offset by an increase in bond funding related to the Capital Fund as well as funding for the Utilities Enterprise Fund capital projects.

Revenue In Millions	FY 14 Budget	Percent of Total	FY 15 Budget	Percent of Total	FY 16 Budget	Percent of Total	Cumulative Percent of Total
Property Taxes	\$195.7	39.1%	\$193.4	36.9%	\$195.8	38.6%	38.6%
Income Taxes	133.8	26.7%	135.9	25.9%	143.4	28.2%	66.8%
Charges for Services	22.6	4.5%	31.2	5.9%	30.9	6.1%	72.9%
Interfund Transfers	27.4	5.5%	25.9	4.9%	28.6	5.6%	78.5%
Intergovernmental	20.3	4.1%	67.2	12.8%	22.3	4.4%	82.9%
Bonds / Notes Proceeds	38.1	7.6%	11.3	2.2%	20.4	4.0%	86.9%
Other Revenues	25.5	5.1%	15.4	2.9%	17.0	3.3%	90.2%
Other Local Taxes	11.1	2.2%	13.1	2.5%	15.4	3.0%	93.2%
Prior Year Unappropriated	14.8	3.0%	14.2	2.7%	12.3	2.4%	95.6%
Reallocated Funds	1.2	0.2%	11.4	2.2%	7.9	1.6%	97.2%
Capital Contribution – Business-Type Activities	5.3	1.1%	0.2	0.0%	5.4	1.1%	98.3%
State Shared	2.0	0.4%	2.3	0.4%	4.8	1.0%	99.3%
Interest and Gain (Loss)	1.6	0.3%	1.3	0.2%	2.1	0.4%	99.7%
Licenses and Permits	1.6	0.3%	1.8	0.3%	1.6	0.3%	100.0%
<b>Total Revenue</b>	<b>\$501.0</b>	<b>100.0%</b>	<b>\$524.6</b>	<b>100.0%</b>	<b>\$507.9</b>	<b>100.0%</b>	<b>100.0%</b>

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 38.6% 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 almost completely gone. This credit is set by the Board of County Commissioners and caps the amount that taxes can increase on a primary residence at 5% a year. Property tax is primarily a General Fund revenue; however, approximately 2.25% is usually dedicated to agricultural land preservation. The property tax committed to agricultural land preservation has been reduced \$2.0M in each year in FY 16 – FY 17.

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:

[www.dat.state.md.us/sdatweb/stats](http://www.dat.state.md.us/sdatweb/stats).

### ***Income Tax***

Second largest revenue at 28.2% 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, with the released Income Tax revenue being used to fund the public schools 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 economies, and estimates provided by the State Comptroller's Office.

### ***Charges for Services***

Third largest revenue at 6.1% of the total. The County receives funding for services in 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***

Fourth largest revenue at 5.6% of the total. Due to governmental accounting requirements, revenues that are transferred between funds are shown twice. For instance, Impact Fees, which are used in the capital budget primarily to pay for school construction, originate in the special revenue fund. When Impact Fees are used they must be transferred from the Special Revenue Fund to the Capital Fund. This means that using \$1.0M of Impact Fees will actually add \$2.0M to the all funds revenue total. Each fund, Special Revenue and Capital, will show that \$1.0M. The methods for budgeting inter-fund revenues are varied. Some inter-fund transfers are linked to specific revenue, such as Impact Fees and the percentage of local income tax dedicated for school debt service. In these cases, trend and economic analysis are employed. Other interfund revenues, however, are not specific, such as General Fund transfers to grants or capital. 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.

### ***Intergovernmental (State and Federal)***

Fifth largest revenue at 4.4% 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 which help to 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**

### ***Bonds/Notes proceeds***

4.0% 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, such as Utilities or the Airport, 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, such as where we estimate how much property or income tax we will collect. We decide how much debt to issue based on several factors including 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 16 the Commissioners are using \$20.4M in bonds, an increase from FY 15 of \$9.1M. This increase is due to this revenue returning to nominal levels following reallocation of \$10.0M of Water Development bonds in FY 15.

### ***Other Revenues***

3.4% 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***

3.0% of the total. This includes Recordation, 911 fees, Impact Fees, and Admission fees. Recordation makes up about 82% of these fees. Trend analysis, current housing market, and opinions from industry experts are the sources of this budget.

### ***Prior Year Unappropriated***

2.4% 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. \$12.3M of surplus is in the FY 16 Proposed Budget.

### ***Reallocated funds***

1.6% 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. However, they either came in under budget or the decision has been made not to move forward with the project. These sources of funding are being reallocated to projects included in the FY 16 budget.

In FY 16, \$7.9M in bonds and current funding is being reallocated for various capital projects such as road maintenance and technology. 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.

### ***Capital Contribution – Business-type activities***

1.1% of the total. This category is based on specific and dedicated revenues that are budgeted to capital projects in the enterprise funds. Examples are area connection charges and private contributions for the Utilities fund. These revenues are based on appropriations budgeted to fund capital projects and do not reflect revenues that are necessarily collected in FY 16.

### ***State Shared***

1.0% 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.

### ***Interest & Gain/Loss***

0.4% 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.

### ***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 16 Proposed  
Budget*

# **A Quick Guide to the FY 16 Budget**

## **Department of Management and Budget**

The combined Operating and Capital Budget books are a bit 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 will be available online at <http://ccgovernment.carr.org/ccg/budget>.

### **The Operating Budget**

FY 16 is the first budget for the 60<sup>th</sup> Board of County Commissioners. After numerous years of stagnant budgets, coupled with the desire to maintain quality service levels throughout the County, the Commissioners provided increased funding to our governmental partners (the public school system, community college, and library), as well as to volunteer fire companies and non-profit service providers.

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

- \$6.8M to the Board of Education
- \$0.5M to Non-Profit Providers, primarily for shelter operations
- \$1.0M to the Sheriff and State's Attorney to address drug issues
- \$0.5M to the Volunteer Emergency Services Association
- \$0.2M in ongoing funding and \$0.3M in one-time technology funding to the Community College
- \$0.1M in ongoing technology funding for the Public Library system
- \$50,000 to fund the Length of Service Award Program (LOSAP) for the volunteer firefighters.

### **The FY 16 Budget**

The FY 16 Operating Budget is \$379.9M, a \$11.4M, or 3.1%, increase over FY 15. This increase is primarily driven by growth in Property and Income Tax Revenue, in addition to other revenues.

### **Revenues (55-62, 75-88)**

- The FY 16 Budget increases \$10.7M, or 2.9%, from the FY 15 Budget. The increases in Property Tax, \$2.7M, Income Tax, \$7.7M, Cable Franchise Fee, \$1.5M, Transfer from the Special Revenue, \$1.1M, and Current Year Surplus, \$2.1M, are partially offset by a reduction in Transfer from Capital, (\$2.0M), and Prior Year Unappropriated Reserve, (\$4.1M).
- Property Tax increases 1.4%, or \$2.7M from the FY 15 Budget, primarily due to a \$1.8M Property Tax credit in FY 15. FY 16 is the first positive reassessment in six years. The FY 16 reassessment for Group 3 resulted in an increase of 4.1%. This was preceded by drops of 3.0% for Group 2 in FY 15, 3.8% in Group 1 in FY 14, 15.4% in Group 3 in FY 13, 19.6% for Group 2 in FY 12, and 19.2% for Group 1 in FY 11.
- Income Tax is up \$8.4M, a 6.9% increase from the FY 15 budget and the FY 15 forecast. \$2.8M of the \$8.4M increase is due to diverting 2.0% of dedicated local income tax from the public school CIP to the general fund. The first two major distributions received in FY 15 were higher than planned due to taxpayer behavior. This increased our base for FY 15. Growth in major distributions is planned at 4.6% in FY 16. Carroll historically outperforms the State due to our higher average income and lower unemployment rate.
- Recordation is up \$0.8M from the FY 15 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 improvement. Recordation revenue hit a low in FY 11 at \$7.7M but we are now seeing positive growth in revenue.
- Transfer from Capital Fund is down \$2.0M, a 14% decrease from FY 15. This revenue is related to paying debt service on school construction projects with the dedicated 7.09% portion of the Income Tax.

## **Expenditures**

- An amount equivalent to a 2.5% salary increase for County personnel is in FY 16.

### **General Fund:**

#### **Carroll County Public Schools Summary (97-100)**

- Total County funding to benefit Carroll County Public Schools (CCPS) is up \$4.2M, or 2.5% from FY 15.
- Includes \$169.5M in ongoing funding which includes \$4.7M of one-time funds.
- 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.
- Teacher Pensions, which were previously paid by the State, are established by State Law to cost the County \$6.7M in FY 16.

#### **Education Other Summary (103-108)**

- Carroll Community College funding is up \$0.2M, or 2.9%, in FY 16. Included is ongoing funding of \$0.2M for employee salaries.
- Carroll County Public Library is up \$0.3M, or 3.1%, in FY 16, which includes a 2.5% operating increase.

#### **Public Safety and Corrections Summary (111-141)**

- Total Sheriff Services increases \$1.1M, or 5.6%, for five additional positions associated with the Drug Enforcement Support Program and the second-year implementation of an enhanced salary plan.
- State's Attorney's Office increases \$0.5M or 15.95% due to three additional positions added to support the Drug Enforcement Support Program and funding for leased space for the planned move of the State's Attorney's Office from the Circuit Courthouse building.
- VESA/EMS increases \$0.5M, or 4.3%, and includes \$0.3M as a match for replacement of Self Contained Breathing Apparatus Grant and \$0.2M ongoing for workers compensation and general operating cost.

#### **Public Works Summary (145-157)**

- Public Works increases \$1.0M, or 3.25%, primarily due to the addition of a Deputy Director position, one-time funding for salt, and vehicle purchases associated with the Drug Enforcement Support Program.

#### **Citizen Services Summary (161-187)**

- Citizen Services decreases \$0.1M, or 3.5%, due to the reduction in the operating contract for Recovery Support Services, partially offset with the addition of transportation tickets for Veteran Services previously included in Social Services.
- Citizen Services - Non-Profits increases \$0.4M, or 15.0%, primarily for shelter operations.
- Social Services decreases due to a reallocation of the funding for the Veterans Transportation Program to Citizen Services Administration.

### **Culture and Recreation Summary (191-205)**

- Recreation and Parks decreases \$0.1M, or 3.2%, due to one-time funding in FY 15 to address additional grass mowing and control of hydrilla at Piney Run Park.

### **General Government Summary (209-268)**

- Comptroller increases \$0.1M, or 2.8%, due to an increase in County's share of State assessment costs and the addition of the OpenGov software program.
- Human Resources increases \$0.3M, or 1.8%, due to additional health benefits related to eight new positions for the Drug Enforcement Support Program and OPEB allocation.
- Technology Services increases \$0.4M, or 9.3%, primarily due to security upgrades, professional training, and contracted developer services.
- Board of Elections increases \$0.2M, or 29.8% due to costs associated with the new optical scan voting system.

### **Debt, Transfers, and Reserves Summary (279-284)**

- Debt Service increases slightly in FY 16 due to bonds sold for the 800 MHz Digital Radio System and Pavement Management.
- Agricultural Land Preservation Debt Service increases due to planned Installment Purchase Agreement easement transactions.
- Intergovernmental Transfers increases due to State Aid for Fire and an NPDES compliance position, which are both offset in other budgets, as well as increased payments to Towns based on the Town Program formula.
- Interfund Transfers increases due to additional one-time funds transferred to the Solid Waste Enterprise Fund and a one-time transfer of funds to establish the Risk Workers Compensation ISF.
- The Reserve for Contingency is generally set at 1% of the General Fund revenues. The Reserve for Contingency increases due to the addition of funding for the housing of prisoners offsite and funding for a Reserve for Positions.

### **Other Funds:**

#### **Septage Facility Enterprise Fund (327-328)**

- Septage increases \$0.1M, or 17.5%, primarily due to an increase in the process rate from \$0.06 to \$0.065 per gallon.

#### **Solid Waste Enterprise (331-339)**

- Solid Waste Enterprise Fund increases \$0.3M or 2.89% due to leachate disposal and the purchase of a grinder for processing yard waste.

#### **Utilities Enterprise Fund (343-351)**

- Water and Sewer Enterprise Fund remains flat to FY 15 due to the reduction in the operating contract with Maryland Environmental Services for the Freedom Wastewater Treatment Plant offset by cleaning costs for membrane filters and water purchases from the City of Baltimore for the Freedom Water Treatment Plant.

**Grant Fund Summary (355-372)**

- Overall, every \$1.00 of County match/contribution brings in \$14.30 of grant funding.

**OPEB Fund Summary (375)**

- The OPEB Fund increases \$0.5M, or 4.9%, due a 10% increase in costs for current retirees offset by a flat contribution from FY 15 for future retirees.

**LOSAP Fund Summary (378)**

- LOSAP includes \$50,000 of funding in FY 16.

**Special Revenue Fund (379)**

- In FY 15 the Watershed Protection and Restoration Fund was created to ensure adequate funding for operating expenditures related to the County's National Pollutant Discharge Elimination System (NPDES) Permit and watershed restoration efforts. In FY 16, Property Tax of \$1.0M and Municipalities' contributions of \$50,000 is equal to the projected operating expenses for this purpose. Property Tax Revenue is dedicated to the fund on an annual basis.

**Risk Management Workers Compensation ISF Summary (387)**

- In FY 16, the Risk Management Workers Compensation Internal Service Fund is being established to account for the cost of County's workers compensation claims. Funding of \$3.1M is included.

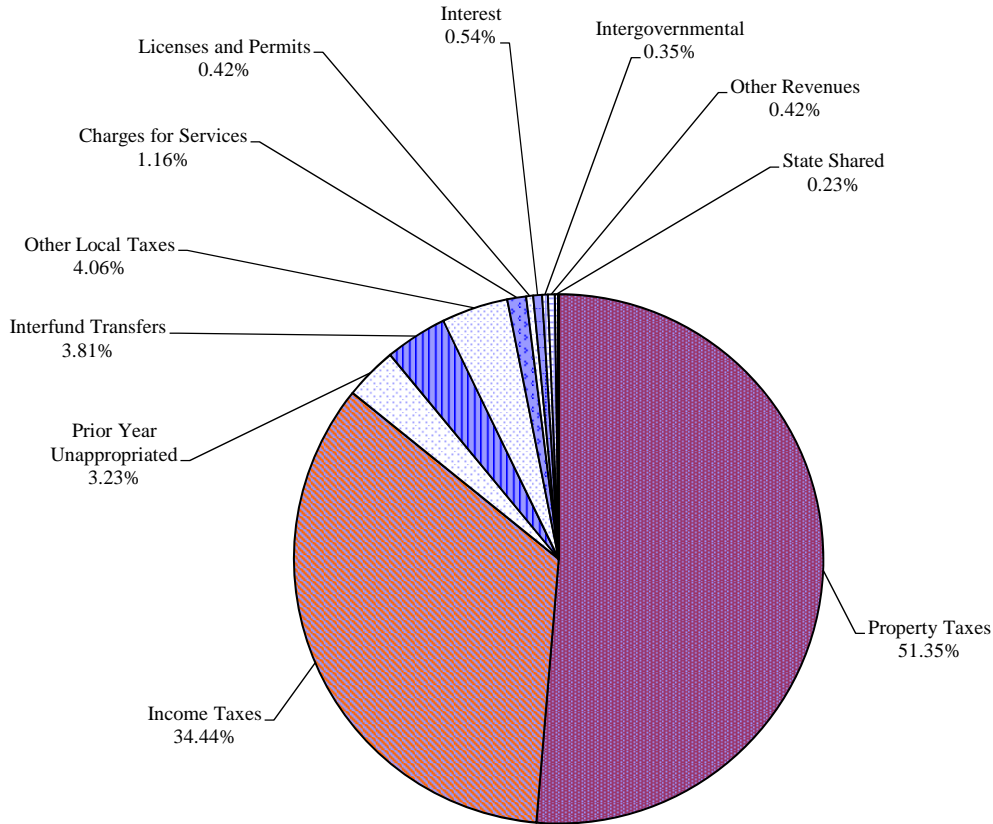
***General Fund Appropriations***



# General Fund Sources - By Category

**Fiscal Year 2016 Budget**

**\$379,912,320**

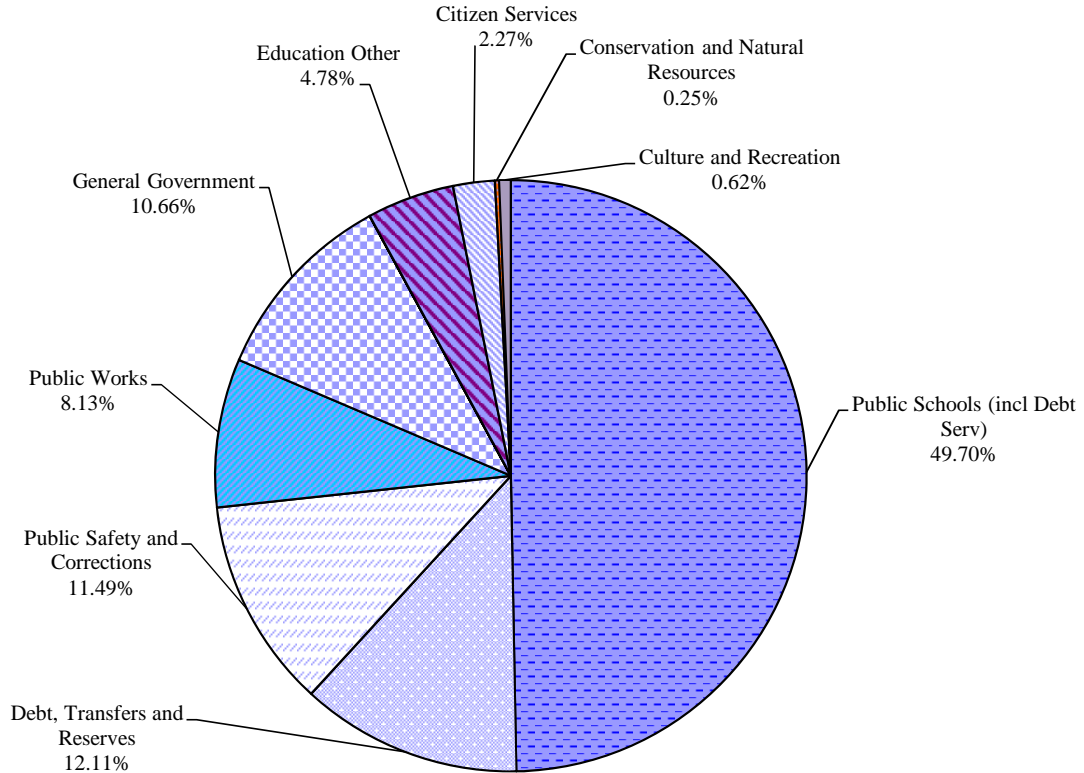


<u>Category</u>	FY 14 Actuals	FY 15 Budget	% Chg from FY 14	FY 16 Budget	% Chg from FY 15
Property Taxes	\$195,629,457	\$192,258,630	-1.72%	\$195,068,480	1.46%
Income Taxes	119,575,545	122,430,000	2.39%	130,842,350	6.87%
Prior Year Unappropriated	0	14,317,450	100.00%	12,274,400	-14.27%
Interfund Transfers	14,379,710	15,355,120	6.78%	14,459,290	-5.83%
Other Local Taxes	11,904,154	13,125,960	10.26%	15,425,570	17.52%
Charges for Services	4,325,011	4,267,150	-1.34%	4,393,010	2.95%
Licenses and Permits	1,475,868	1,761,770	19.37%	1,606,860	-8.79%
Interest	1,405,098	1,220,550	-13.13%	2,044,560	67.51%
Intergovernmental	1,856,200	1,304,870	-29.70%	1,325,980	1.62%
Other Revenues	8,781,870	1,547,550	-82.38%	1,590,510	2.78%
State Shared	948,717	905,090	-4.60%	881,310	-2.63%
Bonds/Notes Proceeds	4,210,344	0	-100.00%	0	0.00%
<b>Total</b>	<b>\$364,491,974</b>	<b>\$368,494,140</b>	<b>1.10%</b>	<b>\$379,912,320</b>	<b>3.10%</b>

# General Fund Uses - By Category

**Fiscal Year 2016 Budget**

**\$379,912,320**



<u>Category</u>	FY 14 Actuals	FY 15 Budget	% Chg from FY 14	FY 16 Budget	% Chg from FY 15
Public Schools (incl Debt Serv)	\$184,151,950	\$184,578,060	0.23%	\$188,809,520	2.29%
Debt, Transfers and Reserves	41,116,239	42,631,210	3.68%	45,999,510	7.90%
Public Safety and Corrections	42,395,638	37,223,840	-12.20%	43,633,630	17.22%
Public Works	27,810,182	29,902,110	7.52%	30,873,790	3.25%
General Government	18,047,469	16,465,050	-8.77%	40,508,020	146.02%
Administrative Services	15,095,523	30,414,730	101.48%	0	-100.00%
Education Other	27,093,651	18,043,210	-33.40%	18,171,570	0.71%
Citizen Services	8,506,937	8,281,280	-2.65%	8,627,190	4.18%
Conservation and Natural Resources	1,011,651	954,650	-5.63%	943,080	-1.21%
Culture and Recreation	0	0	0.00%	2,346,010	100.00%
<b>Total</b>	<b>\$365,229,241</b>	<b>\$368,494,140</b>	<b>0.89%</b>	<b>\$379,912,320</b>	<b>3.10%</b>

# General Fund Revenue Analysis

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Carroll County's General Fund receives revenues from over 120 sources including taxes, permit fees, State aid, user fees and investment income. Approximately 86% of the revenue comes from Total Property and Income Taxes.

Revenue In Millions	FY 15 Budget	Percent of Total	FY 15 Revised Forecast	Percent of Total	FY 16 Budget	Percent of Total	Cumulative Percent of Total
Real Property	\$179.6	48.7%	\$179.9	48.8%	\$182.1	47.9%	47.9%
Railroad and Public Utilities	6.5	1.8%	6.7	1.8%	6.6	1.7%	49.6%
Ordinary Business	6.2	1.7%	6.2	1.7%	6.4	1.7%	51.3%
<b>Total Property</b>	<b>\$192.3</b>	<b>52.2%</b>	<b>\$192.8</b>	<b>52.3%</b>	<b>\$195.1</b>	<b>51.3%</b>	<b>51.3%</b>
Income Tax	122.4	33.2%	122.4	33.2%	130.8	34.4%	85.7%
Recordation Tax	11.8	3.2%	11.5	3.1%	12.6	3.3%	89.0%
Interest	0.8	0.2%	0.8	0.2%	1.7	0.5%	89.5%
Cable Franchise Fee	0.0	0.0%	0.0	0.0%	1.5	0.4%	89.9%
911 Service Fee	1.0	0.3%	1.0	0.3%	1.0	0.3%	90.2%
Building Permits	0.6	0.2%	0.5	0.1%	0.5	0.1%	90.3%
<b>Total Major Revenues</b>	<b>\$328.9</b>	<b>89.3%</b>	<b>\$329.0</b>	<b>89.3%</b>	<b>\$343.2</b>	<b>90.3%</b>	<b>90.3%</b>
<b>Total Annual Revenues</b>	<b>338.8</b>	<b>92.0%</b>	<b>338.6</b>	<b>91.9%</b>	<b>353.2</b>	<b>93.0%</b>	<b>93.0%</b>
Other Revenues	29.7	8.1%	29.7	8.1%	26.7	7.0%	100.0%
<b>Total Revenue</b>	<b>\$368.5</b>	<b>100.0%</b>	<b>\$368.3</b>	<b>100.0%</b>	<b>\$379.9</b>	<b>100.0%</b>	<b>100.0%</b>

Percentages may not add to 100% due to rounding

## Top Five General Fund Revenues

### *Real Property Tax*

Largest Revenue Source at 47.9% 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% 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, the upcoming, and the year following. These estimates are the primary source for our Property Tax projections and can be accessed at [www.dat.state.md.us/sdatweb/stats](http://www.dat.state.md.us/sdatweb/stats). The second source of information is 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 on 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 comparison showing Carroll County in comparison to the assessable bases of other counties and Baltimore City.

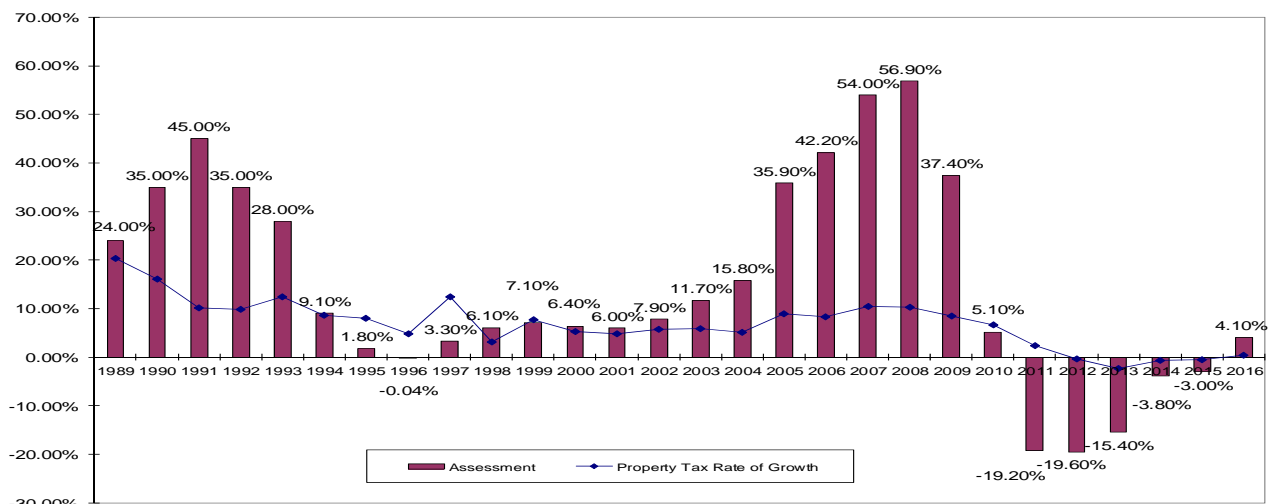
The booming real estate market of the early 2000's began to cool down in 2006 and by 2008 the market had slowed significantly. However, primarily due to the impact of the Homestead Tax Credit, and to a lesser extent growth in reassessments, Property Tax revenue remained fairly strong through FY 10. However, 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 in 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% as a way to limit the amount a property tax bill could increase. During FY 06, the Commissioners lowered this credit to 7%. 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% 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%.

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 drop of 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 is showing the first positive reassessment in six years at 4.1%, resulting in 0.3% growth in real property tax revenue. The expectation for FY 17 – 21 is to see modest 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 34.4% 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.

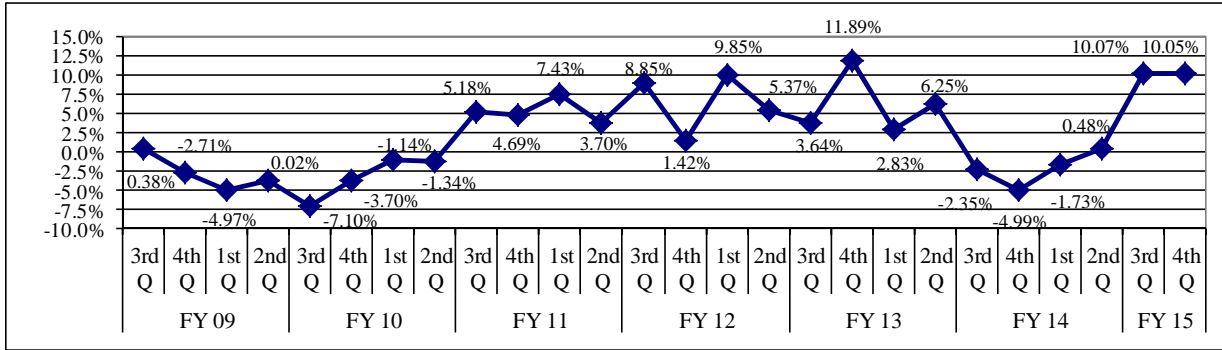
Income Tax is primarily General Fund revenue; however, 9.09% of Income Tax is traditionally dedicated to the capital budget for school construction and debt service. The Commissioners reduced the percentage of Income Tax going to school capital and debt to 7.09% in FY 16 through FY 17, 7.59% in FY 18, 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 16 is proposed at \$130.8M, which is \$8.4M above the FY 15 Budget of \$122.4M, or a 6.9% increase. Of the 6.9% increase, 2.3% is related to reducing the percentage directly appropriated to the CIP for school construction from 9.09% to 7.09%. The remaining growth of 4.6% over FY 15 is primarily due to the expected growth in major distributions, which includes withholdings and estimated payments. The first two FY 15 distributions showed 10% growth from the prior year. These distributions came in higher than planned growth of 5.1%, but it is too early to predict if this trend will continue for the remainder of FY 15. 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% 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 3.3% 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 2000's 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 \$11.5M in FY 15. FY 16 is projected to show continued growth due to increased activity in the housing market and is projected at \$12.6M.

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, with the exception of average sold price, are showing positive signs of improvement in the housing market and will have a positive impact on the County's revenue picture.

	2013	2014	% Change
Sold Dollar Volume	\$519.1M	548.0M	5.58%
Average Sold Price	\$301,800	298,000	(1.09%)
Units Sold	1,720	1,836	6.74%
Average Days on Market	91	84	(7.69%)

Source: Metropolitan Regional Informational Systems, Inc. (MRIS)

## ***Railroad and Public Utilities***

Fourth Largest Revenue Source at 1.7% of Total. Property taxes for railroads and public utilities are combined into one revenue. In FY 12 the Board of 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. For FY 14, the Board of County Commissioners lowered the personal property tax rate from \$2.545 to \$2.515 per \$100 assessed value. 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 85% of these collections come from two utility companies: BGE and Verizon. Railroad and public utilities revenue in FY 11 reached \$7.1M. FY 15 is forecast to come in at \$6.7M and is planned to drop 1.8% per year in FY 16 – 21. The State of Maryland provides assessment estimates which can be accessed at [www.dat.state.md.us/sdatweb/stats](http://www.dat.state.md.us/sdatweb/stats).

## ***Ordinary Business***

Fifth Largest Revenue Source at 1.7% 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, which can be accessed at [www.dat.state.md.us/sdatweb/stats](http://www.dat.state.md.us/sdatweb/stats).

## **Other Revenues of Note**

### ***Interest 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 likely 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% – 0.25% target range. It has remained largely unchanged since then. Recent Federal Reserve statements suggest it will remain at this level at least through mid-2015 (FY 16).

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 interest 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 15 is projected at \$0.8M.

The FY 15 weighted average of the current portfolio is down to 0.27%. This is flat from 0.27% in FY 14 and a decrease from 0.28% in FY 13, 0.34% in FY 12, 0.46% in FY 11, 0.67% in FY 10, and 2.0% in FY 09. The market rate for short-term investments is 0.09%. Getting rates higher than this are difficult and require longer commitments. In FY 16, interest income is projected to increase to \$1.7M to correspond with the lifting of interest rates from the Federal Reserve. Projections will decrease if the Federal Reserve delays the lifting of interest rates. This budget is primarily based on maintaining a \$185M portfolio earning an average rate of 0.68%. 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, while the remainder is used by the County for audio visual expenditures for county government, public schools, and the community college. Previously, the County restricted the use of this fee. During the FY 16 budget process, the Commissioners elected to unrestrict the Cable Franchise Fee, freeing up an accumulated balance of approximately \$2.0M for one-time uses. The annual revenue is estimated at \$1.5M in FY 16.

### ***911-Service Fee***

The State of Maryland requires all counties to have in operation an 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. With some decrease associated with the transition away from land lines, the FY 13 budget was lowered to \$1.0M and is projected to continue at \$1.0M in FY 16 and beyond.

### ***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 \$1M annually; however, a 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 15 is \$0.5M. Based on current trends in the housing market, the budget for FY 16 is proposed at \$0.5M.

### ***Annual Revenues***

Annual revenues, ranging from Property Taxes to park entrance fees, generate approximately 93% of total revenue. Individually, these revenues may experience varying levels of growth or decline, but in total over the past ten years annual revenues as a whole have shown positive growth. FY 16 is budgeted to grow \$14.4M, or 4.3%, from FY 15. Taking out the effect of the property tax rebate in FY 15 of \$1.8M and the increases in interest income of \$0.9M and reduction of income tax dedicated to the Capital Fund of \$2.9M in FY 16, underlying growth in annual revenues is projected to be 2.6% from FY15.

### ***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 at \$12.1M in FY 16 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. Also included in FY 16 is use of current year surplus. In FY 16, the County is creating an Internal Service Fund (ISF) for Workers Compensation claims. Prior to FY 16, payment of claims and recognition of future liabilities were captured in the general fund. In order to transfer the liability to the ISF, the liability will be released from the general fund creating a current year surplus.

# Assessable Base

## Comparison of Maryland Jurisdictions by Property Type

Jurisdiction	FY 13			FY 14			FY 15		
	Commercial/ Industrial	Residential	Agricultural	Commercial/ Industrial	Residential	Agricultural	Commercial/ Industrial	Residential	Agricultural
Baltimore City	29.04%	70.96%	0.00%	31.99%	68.01%	0.00%	32.14%	67.86%	0.00%
Washington	24.48%	70.73%	4.79%	25.71%	69.52%	4.77%	25.89%	69.27%	4.84%
Allegany	23.00%	73.47%	3.53%	23.14%	73.30%	3.56%	24.02%	72.35%	3.62%
Prince George's	21.83%	78.12%	0.05%	22.82%	77.10%	0.08%	22.49%	77.15%	0.36%
Wicomico	20.96%	74.26%	4.78%	22.27%	72.76%	4.98%	22.39%	72.69%	4.92%
Baltimore Co.	19.83%	78.85%	1.32%	20.46%	78.21%	1.33%	20.81%	77.87%	1.31%
Anne Arundel	17.72%	81.64%	0.65%	18.77%	80.60%	0.63%	19.09%	80.29%	0.63%
Frederick	17.84%	77.33%	4.83%	17.96%	77.21%	4.83%	18.09%	77.14%	4.78%
Cecil	17.91%	76.59%	5.50%	17.83%	76.74%	5.43%	17.90%	76.67%	5.43%
Montgomery	16.21%	83.38%	0.41%	16.73%	82.88%	0.39%	17.18%	82.44%	0.37%
Howard	16.91%	82.13%	0.97%	16.81%	82.25%	0.94%	16.82%	82.24%	0.94%
Dorchester	17.53%	72.34%	10.13%	18.01%	71.86%	10.14%	16.80%	72.71%	10.50%
Harford	15.78%	81.06%	3.16%	16.34%	80.62%	3.03%	16.78%	80.25%	2.97%
Somerset	15.58%	74.00%	10.42%	15.79%	74.19%	10.02%	16.15%	73.41%	10.44%
Charles	16.22%	81.08%	2.70%	16.13%	81.10%	2.77%	16.00%	81.30%	2.70%
Worcester	15.64%	82.39%	1.97%	15.50%	82.58%	1.92%	15.53%	82.62%	1.84%
Caroline	13.37%	72.45%	14.18%	14.25%	71.49%	14.26%	14.76%	70.98%	14.26%
Kent	12.24%	74.66%	13.10%	12.27%	74.46%	13.27%	12.56%	74.10%	13.33%
<b>Carroll</b>	<b>11.65%</b>	<b>82.92%</b>	<b>5.43%</b>	<b>11.65%</b>	<b>82.89%</b>	<b>5.46%</b>	<b>12.16%</b>	<b>82.50%</b>	<b>5.34%</b>
Queen Anne's	11.63%	78.43%	9.94%	11.72%	78.32%	9.96%	11.76%	78.39%	9.85%
Calvert	10.85%	86.65%	2.50%	11.19%	86.40%	2.40%	11.15%	86.48%	2.38%
Talbot	10.58%	78.20%	11.22%	10.61%	77.93%	11.46%	11.06%	77.44%	11.50%
St. Mary's	10.72%	83.89%	5.39%	10.87%	83.79%	5.34%	10.36%	84.33%	5.31%
Garrett	9.48%	85.65%	4.86%	9.51%	85.58%	4.90%	10.27%	84.36%	5.37%
State Total	18.01%	80.14%	1.85%	18.68%	79.49%	1.83%	18.90%	79.28%	1.82%

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 14 Actuals	FY 15 Budget	FY 16 Budget	Increase (Decrease)	% Change
Real Property Tax	\$182,533,129	\$181,139,090	\$181,730,900	\$591,810	0.33%
Property Tax Rebate	0	(1,800,000)	0	1,800,000	-100.00%
Taxes - Discounts	(771,576)	(780,000)	(780,000)	0	0.00%
Senior Tax Credit	(13,112)	(20,000)	(20,000)	0	0.00%
Penalty and Interest	884,738	940,000	940,000	0	0.00%
Homestead Tax Credit	(605,548)	(242,890)	(184,320)	58,570	-24.11%
Non-Profit/Civic Group Tax Credit	0	(25,000)	0	25,000	-100.00%
Personal Property Tax	250,400	247,000	250,000	3,000	1.21%
Railroad and Public Utility	6,619,774	6,455,430	6,577,900	122,470	1.90%
Ordinary Business Tax	5,965,205	5,930,000	6,109,000	179,000	3.02%
Prior Years Taxes Deferred	614,549	300,000	300,000	0	0.00%
Heavy Equipment Tax	100,534	50,000	80,000	30,000	60.00%
Semi-Annual Service Charges	51,365	65,000	65,000	0	0.00%
<b>Total Local Property Taxes</b>	<b>\$195,629,457</b>	<b>\$192,258,630</b>	<b>\$195,068,480</b>	<b>\$2,809,850</b>	<b>1.46%</b>
<b>Income Tax</b>	<b>\$119,575,545</b>	<b>\$122,430,000</b>	<b>\$130,842,350</b>	<b>\$8,412,350</b>	<b>6.87%</b>
Admissions	\$262,098	\$300,000	\$298,700	(\$1,300)	-0.43%
PILOT	25,961	25,960	25,960	0	0.00%
911 Service Fee	1,039,245	1,000,000	1,000,000	0	0.00%
Cable Franchise Fee	0	0	1,500,910	1,500,910	100.00%
Recordation Fee	10,576,850	11,800,000	12,600,000	800,000	6.78%
<b>Other Local Taxes</b>	<b>\$11,904,154</b>	<b>\$13,125,960</b>	<b>\$15,425,570</b>	<b>\$2,299,610</b>	<b>17.52%</b>
Police Aid - Regular Grant	\$948,717	\$905,090	\$881,310	(\$23,780)	-2.63%
<b>Total State Shared Taxes</b>	<b>\$948,717</b>	<b>\$905,090</b>	<b>\$881,310</b>	<b>(\$23,780)</b>	<b>-2.63%</b>
Beer, Wine, Liquor Licenses	\$201,549	\$208,000	\$201,600	(\$6,400)	-3.08%
Amusements	5,539	8,500	5,500	(3,000)	-35.29%
Traders Licenses	127,196	130,000	130,000	0	0.00%
Mobile Home Licenses	84,825	61,800	63,700	1,900	3.07%
Animal Licenses	77,860	99,000	75,000	(24,000)	-24.24%
Kennel Licenses	18,095	0	25,000	25,000	100.00%
Building Permits	463,916	632,500	549,000	(83,500)	-13.20%
Plumbing Licenses	15,480	44,000	15,400	(28,600)	-65.00%
Marriage Licenses	34,600	32,000	32,000	0	0.00%
Electrical Licenses	20,045	52,440	20,000	(32,440)	-61.86%
Utility Construction Permits	33,370	33,000	33,000	0	0.00%
Electrical Permits	161,306	184,000	206,000	22,000	11.96%
Grading Permits	22,298	22,150	21,500	(650)	-2.93%
Use and Occupancy Certificates	24,420	35,530	25,000	(10,530)	-29.64%
Zoning Certificates/Ordinances	1,595	2,100	2,400	300	14.29%
Plumbing Permits	177,150	212,750	197,760	(14,990)	-7.05%
Reinspection Fees	6,625	4,000	4,000	0	0.00%
<b>Total Licenses and Permits</b>	<b>\$1,475,869</b>	<b>\$1,761,770</b>	<b>\$1,606,860</b>	<b>(\$154,910)</b>	<b>-8.79%</b>

# General Fund Operating Revenues

Revenue	FY 14 Actuals	FY 15 Budget	FY 16 Budget	Increase (Decrease)	% Change
State Aid - Fire Protection	\$257,864	\$301,700	\$343,000	\$41,300	13.69%
Federal Emergency Management Agency	401,641	0	0	0	0.00%
Bond Interest Subsidy	786,353	823,000	780,420	(42,580)	-5.17%
State aid - various reimbursements	219,807	0	0	0	0.00%
Grand and Petit Jury Reimbursement	53,520	30,000	56,000	26,000	86.67%
Circuit Court Master Reimbursement	137,015	150,170	146,560	(3,610)	-2.40%
<b>Total Intergovernmental</b>	<b>\$1,856,200</b>	<b>\$1,304,870</b>	<b>\$1,325,980</b>	<b>\$21,110</b>	<b>1.62%</b>
Lien Certification	\$173,675	\$168,000	\$200,000	\$32,000	19.05%
Data Processing Services	5,139	5,500	5,500	0	0.00%
Hearing Fees - Board of Zoning Appeals	7,727	12,000	12,000	0	0.00%
Copy Fees	15,077	10,520	13,000	2,480	23.57%
Telephone	2,559	0	0	0	0.00%
Health Dept	70,397	50,000	61,800	11,800	23.60%
Hearing Fees - Zoning Administration	10,475	9,500	10,000	500	5.26%
<b>Total General Government</b>	<b>\$285,048</b>	<b>\$255,520</b>	<b>\$302,300</b>	<b>\$46,780</b>	<b>18.31%</b>
Sheriff Salary Recovery	\$14,616	\$7,500	\$1,000	(\$6,500)	-86.67%
Sheriff Fees	102,110	115,000	117,000	2,000	1.74%
Detention Center	177,946	186,350	206,000	19,650	10.54%
Sheriff - Town Deputies	95,477	98,000	97,000	(1,000)	-1.02%
Inspection Fees - Roads	157,067	80,000	125,000	45,000	56.25%
Inspection Fees - Development Review	3,956	15,500	7,500	(8,000)	-51.61%
Detention Center - Commissary	61,041	46,350	60,000	13,650	29.45%
Detention Center - Work Release	71,554	85,000	80,000	(5,000)	-5.88%
Detention Center - Home Detention	8,566	2,500	15,500	13,000	520.00%
Citations	1,550	0	0	0	0.00%
Detention Center - Juvenile Transport	49,151	50,000	63,000	13,000	26.00%
Circuit Court Annex - Rent and Heat	12,994	13,000	13,000	0	0.00%
Sex Offender Registry	0	30,000	29,200	(800)	-2.67%
State Criminal Alien Asst. Program	5,744	5,800	11,000	5,200	89.66%
<b>Total Public Safety</b>	<b>\$761,771</b>	<b>\$735,000</b>	<b>\$825,200</b>	<b>\$90,200</b>	<b>12.27%</b>
Vehicle Maintenance	\$422,016	\$453,870	\$444,960	(\$8,910)	-1.96%
Road Maintenance	170,719	100,000	104,000	4,000	4.00%
Development Review Fees	153,911	165,000	154,500	(10,500)	-6.36%
Flood Plain Review Fees	4,500	3,000	5,000	2,000	66.67%
Fuel Recovery	932,946	901,670	905,000	3,330	0.37%
Stormwater/Environmental Review Fees	26,527	32,500	33,500	1,000	3.08%
Engineering Review Fees	24,060	30,000	26,000	(4,000)	-13.33%
Forest Conservation Review Fees	24,683	20,000	26,000	6,000	30.00%
Tower Fees	22,500	0	0	0	0.00%
Stormwater Maintenance Fee	0	78,790	78,790	0	0.00%
Weed Control	44,237	40,000	45,000	5,000	12.50%
<b>Total Public Works</b>	<b>\$1,826,099</b>	<b>\$1,824,830</b>	<b>\$1,822,750</b>	<b>(\$2,080)</b>	<b>-0.11%</b>

# General Fund Operating Revenues

Revenue	FY 14 Actuals	FY 15 Budget	FY 16 Budget	Increase (Decrease)	% Change
Hashawha General Public Programs	\$625	\$6,000	\$6,000	\$0	0.00%
Hashawha School Programs	12,745	9,000	10,000	1,000	11.11%
Hashawha Outdoor School - Meals	153,054	154,000	154,000	0	0.00%
Hashawha Concessions	504	800	800	0	0.00%
Bear Branch Programs	3,238	5,000	4,000	(1,000)	-20.00%
Farm Museum - Admissions	29,076	30,000	30,000	0	0.00%
Farm Museum - Wine Festival	395,524	430,000	390,000	(40,000)	-9.30%
Farm Museum - Concessions	58,051	44,000	35,000	(9,000)	-20.45%
Piney Run - Admissions	161,439	150,000	165,000	15,000	10.00%
Hashawha Fees	257,816	250,000	250,000	0	0.00%
Pavilion and Facility Rentals	37,832	40,000	41,000	1,000	2.50%
Piney Run Concessions	12,972	10,500	12,500	2,000	19.05%
Piney Run Boat Rentals	51,014	52,000	53,560	1,560	3.00%
Piney Run Programs	4,680	20,000	17,000	(3,000)	-15.00%
Piney Run Nature Center Programs	18,746	22,000	18,000	(4,000)	-18.18%
Piney Run Nature Center Facility	2,038	2,100	2,200	100	4.76%
Piney Run Nature Camp	57,690	54,000	58,000	4,000	7.41%
Piney Run Nature Center Concessions	1,618	3,000	2,000	(1,000)	-33.33%
Sports Complex - Concessions	1,880	10,000	5,000	(5,000)	-50.00%
Sports Complex - Tournament fees	7,875	0	0	0	0.00%
Sports Complex - Rent/Lighting	45,462	79,000	50,000	(29,000)	-36.71%
Sports Complex - Advertisement	250	0	2,500	2,500	100.00%
Farm Museum Sponsors	19,450	15,000	40,000	25,000	166.67%
Park Facility Rental	4,310	0	4,300	4,300	100.00%
Dog Park Memberships	6,860	5,400	5,400	0	0.00%
<b>Total Recreation</b>	<b>\$1,344,749</b>	<b>\$1,391,800</b>	<b>\$1,356,260</b>	<b>(\$35,540)</b>	<b>-2.55%</b>
Westminster Senior Center Classes	\$15,179	\$11,000	\$14,500	\$3,500	31.82%
North Carroll Senior Center Classes	21,957	19,000	22,000	3,000	15.79%
South Carroll Senior Center Classes	27,158	16,500	27,000	10,500	63.64%
Taneytown Senior Center Classes	5,097	2,500	5,000	2,500	100.00%
Mt. Airy Senior Center Classes	18,514	11,000	18,000	7,000	63.64%
Transportation Tickets	19,440	0	0	0	0.00%
<b>Total Aging</b>	<b>\$107,344</b>	<b>\$60,000</b>	<b>\$86,500</b>	<b>\$26,500</b>	<b>44.17%</b>
Circuit Court Fines	\$39,336	\$40,000	\$40,000	\$0	0.00%
Liquor License Fines	6,500	2,000	5,000	3,000	150.00%
Animal Violation Fines	11,900	14,000	13,400	(600)	-4.29%
Zoning Violations	5,300	0	0	0	0.00%
Humane Society Impound Fees	21,738	25,000	25,000	0	0.00%
Parking Violations	1,858	1,000	1,000	0	0.00%
<b>Total Fines and Forfeits</b>	<b>\$86,632</b>	<b>\$82,000</b>	<b>\$84,400</b>	<b>\$2,400</b>	<b>2.93%</b>

# General Fund Operating Revenues

Revenue	FY 14 Actuals	FY 15 Budget	FY 16 Budget	Increase (Decrease)	% Change
Interest - Misc Loans	\$81,902	\$50,000	\$50,000	\$0	0.00%
Interest - Fire Company Loans	416,818	370,550	343,760	(26,790)	-7.23%
Investment Interest	865,839	800,000	1,650,800	850,800	106.35%
Unrealized Gains/Loss	40,539	0	0	0	0.00%
Rents and Royalties	6,985,800	189,020	176,260	(12,760)	-6.75%
Cell Tower	31,947	0	32,000	32,000	100.00%
Rent - Family Law	6,600	6,600	6,600	0	0.00%
Humane Society Refunds	33,267	2,000	0	(2,000)	-100.00%
Ag Extension Refunds	19,440	0	0	0	0.00%
Advertising - Liquor Licenses	5,000	8,000	6,000	(2,000)	-25.00%
Phone/Pager	1	0	0	0	0.00%
Jury Duty	214	350	0	(350)	-100.00%
Postage	25,609	38,140	17,000	(21,140)	-55.43%
Equipment Sales	173,942	100,000	135,000	35,000	35.00%
Woodland Management	19	0	0	0	0.00%
Land Sales	559,514	0	0	0	0.00%
Purchasing Card Rebate	23,722	15,000	15,000	0	0.00%
Miscellaneous	52,819	232,530	230,000	(2,530)	-1.09%
Activities - Farm Museum General	43,413	33,000	55,000	22,000	66.67%
<b>Total Other</b>	<b>\$9,366,407</b>	<b>\$1,845,190</b>	<b>\$2,717,420</b>	<b>\$872,230</b>	<b>47.27%</b>
Health Department	\$5,868	\$5,500	\$5,500	\$0	0.00%
Pension Recovery - Enterprise and Grants	307,652	329,810	340,000	10,190	3.09%
OPEB Recovery - Enterprise and Grants	225,112	315,600	280,000	(35,600)	-11.28%
State Retirement Recovery - Enterprise & Grants	15,831	13,000	13,000	0	0.00%
County Attorney Fees	179,467	177,000	194,750	17,750	10.03%
<b>Total Cost Recovery</b>	<b>\$733,929</b>	<b>\$840,910</b>	<b>\$833,250</b>	<b>(\$7,660)</b>	<b>-0.91%</b>
<b>Total Annual Revenue</b>	<b>\$345,901,921</b>	<b>\$338,821,570</b>	<b>\$353,178,630</b>	<b>\$14,357,060</b>	<b>4.24%</b>
Prior Year Unappropriated Reserve	\$0	\$14,317,450	\$10,195,750	(\$4,121,700)	-28.79%
Current Year Surplus	0	0	2,078,650	2,078,650	100.00%
Special Revenue Fund: Hotel Rental Tax	290,720	359,641	351,200	(8,441)	-2.35%
Special Revenue Fund: Cable Franchise Fee	1,061,275	966,359	2,050,000	1,083,641	112.14%
Transfer from Capital Fund	13,027,715	14,029,120	12,058,090	(1,971,030)	-14.05%
General Obligation Bonds	735,000	0	0	0	0.00%
Non-Cash Notes	3,475,344	0	0	0	0.00%
<b>Total Operating Revenue</b>	<b>\$364,491,974</b>	<b>\$368,494,140</b>	<b>\$379,912,320</b>	<b>\$11,418,180</b>	<b>3.10%</b>

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 that is transferred into the General Fund for tourism and promotion of the County.

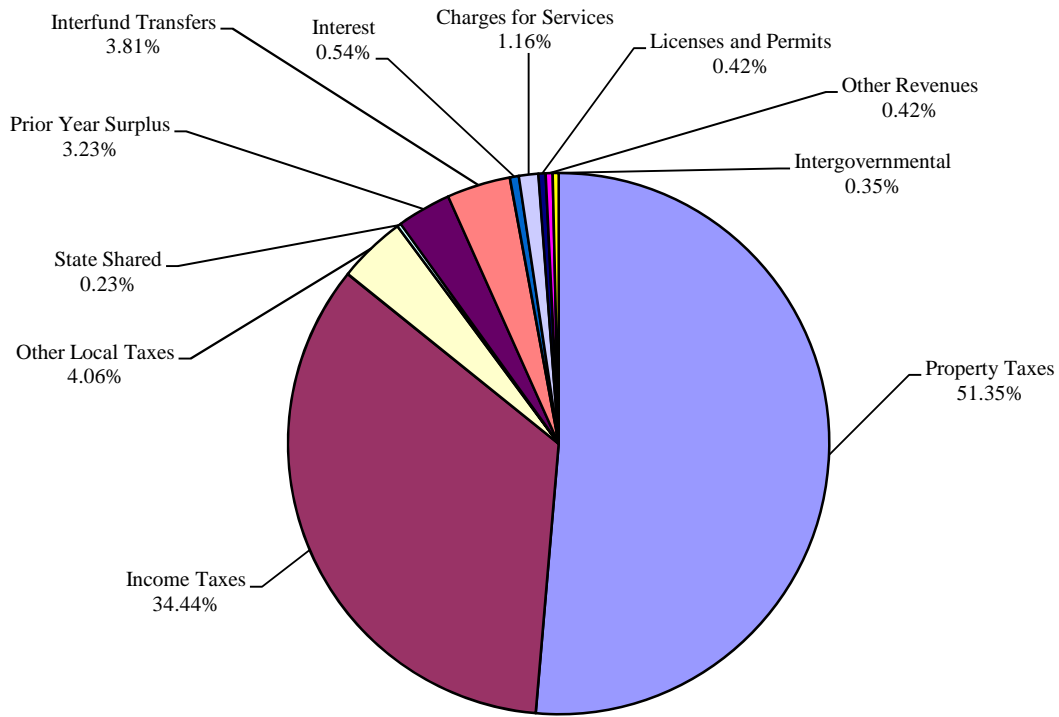
Special Revenue Fund: Cable Franchise Fee      Dedicated Cable Franchise Fee revenue that is transferred into the General Fund to pay expenses related to public service programming on cable television. In FY 16, the County Commissioners converted the Cable Franchise Fee into an unrestricted General Fund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

Transfer from Capital Fund      Dedicated local income tax revenue for Public School construction that is transferred into the General Fund to pay debt service on school construction.

# Operating Budget Revenues

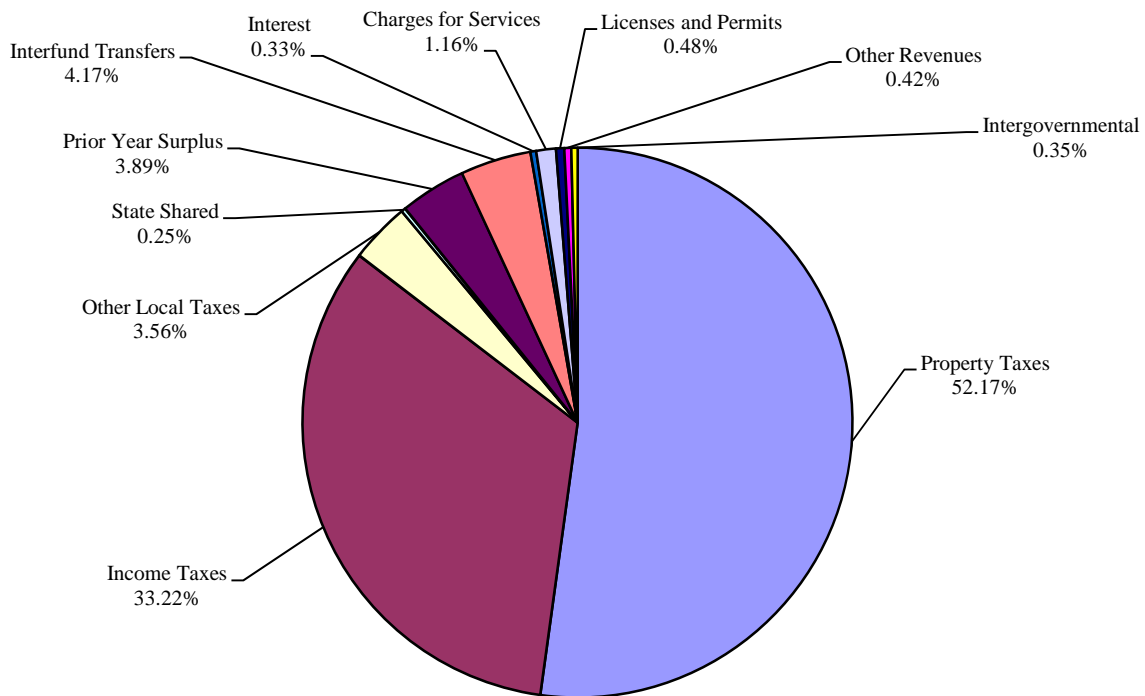
## Fiscal Year 2016 Budget

**\$379,912,320**



## Fiscal Year 2015 Budget

**\$368,494,140**





# *Operating Plan*

# SIX YEAR OPERATING REVENUE

	FY 16 Budget	FY 17 Planned	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned
<b>Real Property - All Funds</b>	\$182,778,800	\$186,586,748	\$191,923,806	\$197,659,767	\$203,764,053	\$210,053,392
% Change	1.78%	2.08%	2.86%	2.99%	3.09%	3.09%
<b>Prop Tax directly in Cap Fund</b>	(727,220)	(631,060)	(2,558,980)	(2,560,140)	(2,681,000)	(2,230,000)
% Change	0.00%	-13.22%	305.51%	0.05%	4.72%	-16.82%
<b>Railroad and Public Utility</b>	6,577,900	6,454,800	6,334,300	6,216,200	6,100,500	5,987,100
% Change	1.90%	-1.87%	-1.87%	-1.86%	-1.86%	-1.86%
<b>Total Business Tax</b>	6,359,000	6,422,590	6,486,820	6,551,690	6,617,210	6,683,380
% Change	1.00%	1.00%	1.00%	1.00%	1.00%	1.00%
<b>Total Property Tax</b>	<b>\$194,988,480</b>	<b>\$198,833,078</b>	<b>\$202,185,945</b>	<b>\$207,867,517</b>	<b>\$213,800,763</b>	<b>\$220,493,872</b>
% Change	1.42%	1.97%	1.69%	2.81%	2.85%	3.13%
<b>Income Tax</b>	\$130,842,350	\$135,673,406	\$141,778,707	\$147,709,645	\$153,040,866	\$160,310,307
% Change	6.87%	3.69%	4.50%	4.18%	3.61%	4.75%
<b>Recordation</b>	12,600,000	13,500,000	14,500,000	14,500,000	14,500,000	14,500,000
% Change	6.78%	7.14%	7.41%	0.00%	0.00%	0.00%
<b>Cable Franchise Fee</b>	1,500,910	1,561,090	1,623,530	1,688,500	1,756,000	1,826,250
% Change	100.00%	4.01%	4.00%	4.00%	4.00%	4.00%
<b>Building Permits</b>	549,000	603,900	664,290	730,719	803,791	884,170
% Change	-13.20%	10.00%	10.00%	10.00%	10.00%	10.00%
<b>911 Service Fee</b>	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000
% Change	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Investment Interest</b>	1,650,800	3,840,600	6,054,150	6,235,775	6,422,837	6,615,509
% Change	106.35%	132.65%	57.64%	3.00%	3.00%	3.00%
<b>Total Major Revenues</b>	<b>\$343,131,540</b>	<b>\$355,012,073</b>	<b>\$367,806,623</b>	<b>\$379,732,156</b>	<b>\$391,324,256</b>	<b>\$405,630,107</b>
% Change	4.32%	3.46%	3.60%	3.24%	3.05%	3.66%
<b>Tier 2 Revenues *</b>	\$6,251,810	\$6,439,366	\$6,632,541	\$6,831,522	\$7,036,467	\$7,247,561
% Change	-0.37%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Tier 3 Revenues **</b>	3,795,282	3,909,129	4,026,411	4,147,209	4,271,624	4,399,771
% Change	4.68%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Annual Revenues</b>	<b>\$353,178,632</b>	<b>\$365,360,569</b>	<b>\$378,465,575</b>	<b>\$390,710,887</b>	<b>\$402,632,347</b>	<b>\$417,277,439</b>
% Change	4.24%	3.45%	3.59%	3.24%	3.05%	3.64%
<b>Prior Year Unappropriated Reserve</b>	\$10,195,750	\$5,574,885	\$3,531,786	\$3,653,606	\$3,784,656	\$3,907,109
% Change	-28.79%	-45.32%	-36.65%	3.45%	3.59%	3.24%
<b>Current Year Surplus</b>	2,078,649	0	0	1,201,212	0	0
% Change	100.00%	-100.00%	0.00%	100.00%	-100.00%	0.00%
<b>Transfer from Spec Rev Fund</b>	2,401,200	361,736	372,588	383,766	395,279	407,137
% Change	81.09%	-84.94%	3.00%	3.00%	3.00%	3.00%
<b>Transfer from Cap Fund - Inc Tax For Debt Service and PT Ag Pres</b>	12,058,090	11,574,720	10,975,150	10,536,860	10,407,170	11,635,820
% Change	-14.05%	-4.01%	-5.18%	-3.99%	-1.23%	11.81%
<b>Total Revenues</b>	<b>\$379,912,320</b>	<b>\$382,871,911</b>	<b>\$393,345,101</b>	<b>\$406,486,331</b>	<b>\$417,219,453</b>	<b>\$433,227,506</b>
% Change	3.10%	0.78%	2.74%	3.34%	2.64%	3.84%

\* 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

## Fiscal Years 2016 - 2021

Department/Agency	FY 16 Budget	FY 17 Planned	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned
<b>Public Schools</b>						
Board of Education	169,500,000	170,950,000	174,301,400	176,607,100	180,250,000	185,657,500
Board of Education Debt Service	12,607,520	12,124,150	11,423,740	10,897,990	10,701,090	11,808,560
Teacher Pension	6,702,000	7,037,100	7,389,000	7,758,410	8,146,330	8,553,650
<b>Total Public Schools</b>	<b>188,809,520</b>	<b>190,111,250</b>	<b>193,114,140</b>	<b>195,263,500</b>	<b>199,097,420</b>	<b>206,019,710</b>
<b>Education Other</b>						
Cable Regulatory Commission	128,960	135,410	142,180	149,290	156,750	164,590
Carroll County Community College	7,827,680	8,023,370	8,264,070	8,512,000	8,767,360	9,030,380
Carroll County Public Library	9,594,210	9,837,440	10,152,720	10,481,130	10,823,390	11,180,290
Community Media Center	620,720	621,700	629,930	655,130	681,340	708,590
<b>Total Education Other</b>	<b>18,171,570</b>	<b>18,617,920</b>	<b>19,188,900</b>	<b>19,797,550</b>	<b>20,428,840</b>	<b>21,083,850</b>
<b>Public Safety and Correction</b>						
Circuit Court	1,996,780	2,046,310	2,109,610	2,175,160	2,243,050	2,313,270
Circuit Court Magistrate	543,560	557,090	574,600	592,830	611,830	631,620
Orphan's Court	59,230	59,460	59,740	60,030	60,330	60,640
Volunteer Community Service Program	190,680	195,590	201,730	208,290	214,950	221,970
<b>Total Courts</b>	<b>2,790,250</b>	<b>2,858,450</b>	<b>2,945,680</b>	<b>3,036,310</b>	<b>3,130,160</b>	<b>3,227,500</b>
Public Safety 911	4,404,590	4,490,890	4,626,370	4,766,680	4,912,020	5,082,620
<b>Total Public Safety 911</b>	<b>4,404,590</b>	<b>4,490,890</b>	<b>4,626,370</b>	<b>4,766,680</b>	<b>4,912,020</b>	<b>5,082,620</b>
Carroll County Advocacy and Investigation	154,190	158,090	163,070	168,240	173,620	184,210
Detention Center	8,877,550	9,188,290	9,590,290	10,037,080	10,490,270	10,966,340
Sheriff Services	10,971,860	11,341,800	11,853,340	12,413,990	12,986,420	13,586,800
<b>Total Sheriff Services</b>	<b>20,003,600</b>	<b>20,688,180</b>	<b>21,606,700</b>	<b>22,619,310</b>	<b>23,650,310</b>	<b>24,737,350</b>
State's Attorney-Criminal Prosecution	3,289,390	3,355,250	3,458,150	3,564,740	3,675,200	3,789,690
Victim Witness Assistance	278,710	285,770	294,940	304,500	314,450	324,840
<b>Total State's Attorney</b>	<b>3,568,100</b>	<b>3,641,020</b>	<b>3,753,090</b>	<b>3,869,240</b>	<b>3,989,650</b>	<b>4,114,530</b>
Animal Control	893,990	955,810	945,370	975,290	1,049,250	1,038,640
EMS 24/7 Services	4,121,650	4,224,690	4,351,430	4,481,970	4,616,430	4,754,930
Volunteer Emergency Services Association	7,801,450	7,675,660	7,905,930	8,143,110	8,387,400	8,639,020
Length of Service Award Program	50,000	50,000	50,000	100,000	150,000	200,000
<b>Total Public Safety and Correction Other</b>	<b>12,867,090</b>	<b>12,906,160</b>	<b>13,252,730</b>	<b>13,700,370</b>	<b>14,203,080</b>	<b>14,632,590</b>
<b>Total Public Safety and Correction</b>	<b>43,633,630</b>	<b>44,584,700</b>	<b>46,184,570</b>	<b>47,991,910</b>	<b>49,885,220</b>	<b>51,794,590</b>
<b>Public Works</b>						
Public Works Administration	743,560	728,890	745,020	761,730	779,020	796,930
Building Construction	189,150	192,020	198,020	204,240	210,700	217,400
Engineering Administration	299,050	296,600	305,910	315,400	325,390	335,600
Engineering-Construction Inspection	365,240	374,470	386,300	398,590	411,370	424,670
Engineering-Design	451,900	463,290	477,790	492,830	508,440	524,640
Engineering-Survey	277,610	284,650	293,780	303,300	313,220	323,570
Facilities	9,526,840	9,809,130	10,107,650	10,416,600	10,735,370	11,064,860
Fleet Management	7,408,510	7,751,230	8,027,410	8,314,390	8,612,640	8,922,640
Permits and Inspections	1,391,220	1,426,460	1,479,010	1,519,350	1,568,530	1,627,300
Roads Operations	7,642,120	7,833,820	8,079,930	8,335,440	8,600,830	8,876,570
Storm Emergencies	2,244,170	2,141,800	2,206,770	2,273,630	2,295,240	2,364,050
Traffic Control	334,420	342,780	353,060	363,660	374,570	385,800
<b>Total Public Works</b>	<b>30,873,790</b>	<b>31,645,140</b>	<b>32,660,650</b>	<b>33,729,160</b>	<b>34,735,320</b>	<b>35,864,030</b>
<b>Citizen Services</b>						
Citizen Services Administration	392,920	401,770	412,980	424,600	436,650	449,150
Aging and Disabilities	1,088,050	1,111,950	1,145,930	1,181,210	1,217,870	1,255,950
Recovery Support Services	825,000	845,630	870,990	897,120	924,040	951,760
<b>Total Citizens Services</b>	<b>2,305,970</b>	<b>2,359,350</b>	<b>2,429,900</b>	<b>2,502,930</b>	<b>2,578,560</b>	<b>2,656,860</b>

# Operating Plan

## Fiscal Years 2016 - 2021

Department/Agency	FY 16 Budget	FY 17 Planned	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned
Access Carroll	20,000	20,000	20,000	20,000	20,000	20,000
ARC of Carroll County	237,860	240,240	242,640	245,070	247,520	249,990
Change	237,860	240,240	242,640	245,070	247,520	249,990
Family and Children's Services Domestic Violence	134,250	78,280	80,630	83,040	85,540	88,100
Family and Children's Services Sexual Abuse	205,130	211,280	217,620	224,150	230,880	237,800
Flying Colors of Success	38,370	40,290	42,300	44,420	46,640	48,970
Human Services Program	1,124,610	1,147,100	1,170,040	1,193,450	1,217,310	1,241,660
Mosaic Community Services Inc.	104,450	105,490	106,550	107,610	108,690	109,780
Rape Crisis Intervention Services	90,850	95,390	100,160	105,170	110,430	115,950
Target Community and Educational Services	237,860	240,240	242,640	245,070	247,520	249,990
Youth Services Bureau	654,270	667,360	680,700	694,320	708,200	722,370
<b>Citizen Services Non - Profits</b>	<b>3,085,510</b>	<b>3,085,910</b>	<b>3,145,920</b>	<b>3,207,370</b>	<b>3,270,250</b>	<b>3,334,600</b>
Health Department	3,215,710	3,279,920	3,345,410	3,412,220	3,480,350	3,549,850
Social Services	20,000	20,000	20,000	20,000	20,000	20,000
<b>Citizen Services State</b>	<b>3,235,710</b>	<b>3,299,920</b>	<b>3,365,410</b>	<b>3,432,220</b>	<b>3,500,350</b>	<b>3,569,850</b>
<b>Total Citizen Services</b>	<b>8,627,190</b>	<b>8,745,180</b>	<b>8,941,230</b>	<b>9,142,520</b>	<b>9,349,160</b>	<b>9,561,310</b>
<b>Culture and Recreation</b>						
Recreation and Parks Administration	331,250	339,610	350,270	361,340	377,840	389,940
Hashawha	738,120	745,940	764,980	789,530	814,540	840,500
Piney Run Park	501,780	520,050	539,920	565,820	583,450	601,690
Recreation	488,060	501,710	518,600	537,930	554,810	572,310
Sports Complex	206,800	212,420	219,370	227,070	234,210	241,620
<b>Total Recreation and Parks</b>	<b>2,266,010</b>	<b>2,319,730</b>	<b>2,393,140</b>	<b>2,481,690</b>	<b>2,564,850</b>	<b>2,646,060</b>
Historical Society of Carroll County	60,000	60,000	60,000	60,000	60,000	60,000
Homestead Museum	20,000	20,000	20,000	20,000	20,000	20,000
<b>Total Recreation Other</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>
<b>Total Culture and Recreation</b>	<b>2,346,010</b>	<b>2,399,730</b>	<b>2,473,140</b>	<b>2,561,690</b>	<b>2,644,850</b>	<b>2,726,060</b>
<b>General Government</b>						
Comptroller Administration	382,590	392,220	404,340	416,920	429,920	443,390
Accounting	901,670	964,430	994,670	1,026,060	1,058,640	1,092,490
Bond Issuance Expense	193,150	197,980	203,920	210,040	216,340	222,830
Collections Office	1,261,210	1,319,340	1,383,790	1,452,630	1,523,720	1,598,730
Independent Post Audit	55,000	57,750	60,060	62,460	64,960	67,560
Purchasing	409,200	418,650	431,690	445,210	459,220	473,760
<b>Total Comptroller</b>	<b>3,202,820</b>	<b>3,350,370</b>	<b>3,478,470</b>	<b>3,613,320</b>	<b>3,752,800</b>	<b>3,898,760</b>
County Attorney	901,410	924,040	952,360	981,640	1,011,910	1,043,220
<b>Total County Attorney</b>	<b>901,410</b>	<b>924,040</b>	<b>952,360</b>	<b>981,640</b>	<b>1,011,910</b>	<b>1,043,220</b>
Economic Development	899,040	921,600	949,910	979,210	1,009,530	1,040,920
Business Employment and Resource Center	215,360	218,820	225,380	232,200	239,290	246,670
Economic Development Infrastructure and Grants	1,487,760	904,440	404,070	2,050,000	2,050,000	2,050,000
Farm Museum	889,650	912,870	941,440	970,570	1,001,000	1,032,430
Tourism	312,170	320,690	330,590	340,560	350,980	360,800
<b>Total Economic Development</b>	<b>3,803,980</b>	<b>3,278,420</b>	<b>2,851,390</b>	<b>4,572,540</b>	<b>4,650,800</b>	<b>4,730,820</b>
Human Resources Administration	715,850	733,930	757,020	781,000	805,910	831,800
Health and Fringe Benefits	18,645,870	20,379,690	22,100,740	23,976,520	26,020,890	28,249,060
Personnel Services	129,500	132,800	137,140	141,680	146,420	151,390
<b>Total Human Resources</b>	<b>19,491,220</b>	<b>21,246,420</b>	<b>22,994,900</b>	<b>24,899,200</b>	<b>26,973,220</b>	<b>29,232,250</b>
Land Use, Planning and Development Admin.	1,093,560	1,122,480	1,157,450	1,194,080	1,231,280	1,267,150
Comprehensive Planning	403,200	446,140	459,880	474,100	488,820	504,060
Development Review	478,660	489,700	504,990	520,840	537,290	554,360
Resource Management	665,720	672,200	692,030	714,180	735,650	757,910
Zoning Administration	228,250	234,030	241,530	249,340	257,480	265,960
<b>Total Land Use, Planning and Development</b>	<b>2,869,390</b>	<b>2,964,550</b>	<b>3,055,880</b>	<b>3,152,540</b>	<b>3,250,520</b>	<b>3,349,440</b>

# Operating Plan

## Fiscal Years 2016 - 2021

Department/Agency	FY 16 Budget	FY 17 Planned	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned
Management and Budget Administration	247,740	253,980	261,830	269,970	278,400	287,130
Budget	572,820	587,370	605,910	625,250	645,170	665,850
Grant Management	131,540	141,550	139,220	150,430	148,210	159,750
Risk Management	2,219,850	2,323,750	2,434,500	2,550,700	2,672,620	2,797,530
<b>Total Management and Budget</b>	<b>3,171,950</b>	<b>3,306,650</b>	<b>3,441,460</b>	<b>3,596,350</b>	<b>3,744,400</b>	<b>3,910,260</b>
Technology Services	4,234,900	4,160,530	4,327,450	4,460,940	4,599,050	4,741,970
Production and Distribution Services	460,730	472,290	486,700	501,580	516,960	532,850
<b>Total Technology Services</b>	<b>4,695,630</b>	<b>4,632,820</b>	<b>4,814,150</b>	<b>4,962,520</b>	<b>5,116,010</b>	<b>5,274,820</b>
Administrative Hearings	83,450	85,560	88,240	91,030	93,930	96,940
Audio Video Production	157,750	157,740	162,710	167,870	173,240	178,810
Board of Elections	1,042,810	1,005,120	1,044,940	1,096,750	1,134,140	1,170,380
Board of License Commissioners	85,550	87,710	90,460	93,320	96,280	99,360
County Commissioners	1,002,060	1,028,180	1,060,700	1,095,420	1,129,580	1,164,980
<b>Total General Government Other</b>	<b>2,371,620</b>	<b>2,364,310</b>	<b>2,447,050</b>	<b>2,544,390</b>	<b>2,627,170</b>	<b>2,710,470</b>
<b>Total General Government</b>	<b>40,508,020</b>	<b>42,067,580</b>	<b>44,035,660</b>	<b>48,322,500</b>	<b>51,126,830</b>	<b>54,150,040</b>
<b>Conservation and Natural Resources</b>						
Cooperative Extension	473,110	484,940	499,490	514,470	529,900	545,800
Gypsy Moth	30,000	30,000	30,000	30,000	30,000	30,000
Soil Conservation	399,970	410,070	422,960	436,360	450,270	464,730
Weed Control	40,000	41,000	42,230	43,500	44,800	46,150
<b>Total Conservation and Natural Resources</b>	<b>943,080</b>	<b>966,010</b>	<b>994,680</b>	<b>1,024,330</b>	<b>1,054,970</b>	<b>1,086,680</b>
<b>Debt and Transfers</b>						
Debt Service	27,220,370	28,133,950	28,679,100	28,796,900	28,763,800	26,733,100
Debt Service - Ag Pres	1,916,100	2,084,110	2,235,300	3,564,290	2,373,800	2,414,500
Intergovernmental Transfers	3,079,160	3,140,740	3,203,560	3,267,630	3,332,980	3,399,640
<b>Debt and Transfers</b>	<b>32,215,630</b>	<b>33,358,800</b>	<b>34,117,960</b>	<b>35,628,820</b>	<b>34,470,580</b>	<b>32,547,240</b>
<b>Reserves</b>						
Reserve for Contingencies	3,828,380	3,867,770	4,039,330	4,407,110	4,226,320	4,172,770
Reserve for Positions	200,000	405,000	617,150	835,660	1,060,730	1,292,560
<b>Total Reserves</b>	<b>4,028,380</b>	<b>4,272,770</b>	<b>4,656,480</b>	<b>5,242,770</b>	<b>5,287,050</b>	<b>5,465,330</b>
<b>Interfund Transfers</b>						
Transfer to Grant Fund - Aging	71,750	73,540	75,750	78,020	80,360	82,770
Transfer to Capital Fund	3,136,950	2,244,360	2,298,160	2,594,930	2,684,900	2,779,480
Transfer to Grant Fund - CCC - Adult Basic Ed.	300,000	300,000	300,000	300,000	300,000	300,000
Transfer to Grant Fund - Circuit Court	93,940	96,290	99,180	102,150	105,220	108,370
Transfer to Grant Fund - Health Department	4,000	4,000	4,000	4,000	4,000	4,000
Transfer to Grant Fund - Housing	23,000	23,000	23,000	23,000	23,000	23,000
Transfer to Grant Fund - Local Management Board	57,000	58,430	60,180	61,980	63,840	65,760
Transfer to Grant Fund - Recreation	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Grant Fund - Sheriff Services	48,990	50,210	51,720	53,270	54,870	56,520
Transfer to Grant Fund - State's Attorney	313,770	321,610	331,260	341,200	351,440	361,980
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 Grant Fund - Transportation	1,015,000	1,061,950	1,111,430	1,163,350	1,217,840	1,275,040
Transfer to Utilities Enterprise Fund	189,350	194,080	199,910	381,900	212,080	218,440
Transfer to Risk Internal Service Fund - Workers Comp	2,078,650	0	0	0	0	0
<b>Total Interfund Transfers</b>	<b>9,755,500</b>	<b>6,850,570</b>	<b>6,977,690</b>	<b>7,526,900</b>	<b>7,520,650</b>	<b>7,698,460</b>
Projected Revenue	379,912,320	383,619,650	393,345,100	406,493,808	417,219,451	433,227,505
Projected Expenditures	379,912,320	383,619,650	393,345,100	406,231,650	415,600,890	427,997,300
<b>Balance</b>	<b>0</b>	<b>(0)</b>	<b>(0)</b>	<b>262,158</b>	<b>1,618,561</b>	<b>5,230,205</b>

*Public Schools Appropriations*

# Carroll County Public Schools Summary

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Carroll County Public Schools	\$165,334,791	\$162,000,000	\$162,000,000	\$169,500,000	4.63%	4.63%
Carroll County Public Schools Debt Service	13,739,159	13,541,060	13,541,060	12,607,520	-6.89%	-6.89%
Teacher Pension	5,078,000	5,737,000	5,737,000	6,702,000	16.82%	16.82%
One-Time Funding	0	3,300,000	3,300,000	0	-100.00%	-100.00%
<b>Total Public Schools</b>	<b>\$184,151,950</b>	<b>\$184,578,060</b>	<b>\$184,578,060</b>	<b>\$188,809,520</b>	<b>2.29%</b>	<b>2.29%</b>

## 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 16 is \$10.4M 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 school system receives, the County is required to provide Teacher Pension funding of \$6.7M and provides nearly \$2.0M of in-kind support. The bulk of this in-kind support is 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 \$118M of the total \$167M planned for school projects in FY 16 – 21.

## 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.
- Carroll County Public Schools' direct funding for FY 16 includes \$169.5M in ongoing funding.
- Debt Service decreases due to refunding of prior bond issues and timing of bond sales.
- Teacher Pension increases in FY 16 due to State legislation.

# Carroll County Public Schools

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	165,334,791	162,000,000	162,000,000	169,500,000	4.63%	4.63%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$165,334,791</b>	<b>\$162,000,000</b>	<b>\$162,000,000</b>	<b>\$169,500,000</b>	<b>4.63%</b>	<b>4.63%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Stephen H. Guthrie, Superintendent (410) 751-3000

Christian Roop, Budget Analyst (410) 386-2082

<http://www.carrollk12.org/>

- The following is a breakdown of anticipated funding sources, funding changes from FY 15 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-three elementary schools, nine middle schools, and eight high schools.

Funding Source	FY 16 Funding	Change from FY 15	Percent Change
County	\$169,500,000	\$7,500,000	4.6%
County One-time	0	(3,300,000)	(100.0%)
County In-Kind	1,978,900	-0-	0.0%
Teacher Pension	6,702,000	965,000	16.8%
Use of fund balance	2,000,000	(3,104,499)	(60.8%)
State	133,155,172	(1,553,399)	(1.2%)
Federal	12,819,430	(303,429)	(2.3%)
Other	2,888,248	(132,465)	(4.4%)
<b>TOTAL</b>	<b>\$329,043,750</b>	<b>\$71,208</b>	<b>0.0%</b>

## Budget Changes

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

Funding Source	FY 15 Budget	FY 16 Budget
County (incl. in-kind)	52.6%	54.2%
State	40.9%	40.5%
Federal	4.0%	3.9%
Other (incl. fund bal.)	2.5%	1.5%

- 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 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	13,739,159	13,541,060	13,541,060	12,607,520	-6.89%	-6.89%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$13,739,159</b>	<b>\$13,541,060</b>	<b>\$13,541,060</b>	<b>\$12,607,520</b>	<b>-6.89%</b>	<b>-6.89%</b>
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

Christian Roop, Budget Analyst (410) 386-2082

## Description

School construction is funded with Local Income Tax, Impact Fees, 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 local income tax rate was decreased from 3.04% to 3.03% effective January 1, 2015.

## Program Highlights

The County opened three schools over the last decade:

- Manchester Valley High School in FY 10
- Ebb Valley Elementary School in FY 09
- Parr's Ridge Elementary School in FY 06

## Budget Changes

Debt Service decreases due to refunding of prior bond issues and timing of bond sales from the FY 15 Adjusted to FY 16 Budget.

# Teacher Pension

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	5,078,000	5,737,000	5,737,000	6,702,000	16.82%	16.82%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$5,078,000</b>	<b>\$5,737,000</b>	<b>\$5,737,000</b>	<b>\$6,702,000</b>	<b>16.82%</b>	<b>16.82%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Christian Roop, Budget Analyst (410) 386-2082

## Budget Changes

Beginning in FY 13, the State began passing costs associated with the teacher pension system to the Counties. The State is phasing these costs in over a 4-year period. State law requires Carroll to fund \$6.7M in FY 16, an increase of \$1.0M.

*Education Other Appropriations*

# Education Other Summary

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Cable Regulatory Commission	\$116,970	\$122,820	\$122,820	\$128,960	5.00%	5.00%
Carroll Community College	12,593,636	7,608,220	7,608,220	7,827,680	2.88%	2.88%
Carroll County Public Library	13,417,275	9,305,210	9,305,210	9,594,210	3.11%	3.11%
Community Media Center	565,770	606,960	606,960	620,720	2.27%	2.27%
Education Opportunity Fund	400,000	400,000	400,000	0	-100.00%	-100.00%
<b>Total Education Other</b>	<b>\$27,093,651</b>	<b>\$18,043,210</b>	<b>\$18,043,210</b>	<b>\$18,171,570</b>	<b>0.71%</b>	<b>0.71%</b>

## 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
- Support and enhance the opportunities for non-public school children in Carroll County

## Highlights, Changes, and Useful Information

- College enrollment is projected to decrease with 3,001 full time equivalent (FTE) students in FY 16, down from 3,149 in FY 14.
- In addition to direct funding, the County also provides in-kind support to the College and the Library. The buildings used by these organizations are County property. Utilities and maintenance of these buildings is provided for in the County's Facilities budget as part of Public Works.
- State funding to the Library is expected to increase slightly while funding to the College will be reduced in FY 16.
- The budgets for the Cable Regulatory Commission and the Community Media Center are fully funded with revenue generated by the Cable Franchise Fee.

## Budget Changes

- Carroll County Public Library increases due to a 2.5% operating increase and OPEB allocation.
- The Community Media Center increases due to anticipated cable fee collections and to adjust for actual revenues collected in FY 14.

# Cable Regulatory Commission

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	116,970	122,820	122,820	128,960	5.00%	5.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$116,970</b>	<b>\$122,820</b>	<b>\$122,820</b>	<b>\$128,960</b>	<b>5.00%</b>	<b>5.00%</b>
<b>Employees FTE</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Carol Shawver, Cable Coordinator (410) 386-2095

Lynn Karr, Budget Analyst (410) 386-2082

[www.carrollcable.tv](http://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

100% of the CRC Budget is funded through Cable Franchise revenue.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Cable Coordinator</i>	Full-time	1.00
<i>Total</i>		1.00

# Carroll Community College

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	12,593,636	7,608,220	7,608,220	7,827,680	2.88%	2.88%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$12,593,636</b>	<b>\$7,608,220</b>	<b>\$7,608,220</b>	<b>\$7,827,680</b>	<b>2.88%</b>	<b>2.88%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Included in the FY 14 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. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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

**Heidi K. Pepin, Senior 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 \$7.8M, 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 \$12.9M from tuition and fees, \$7.6M from the State, and \$1.2M in other revenue.

The grant budget includes \$300,000 in County matching funds for the Adult Basic Education grant.

Revenue	Amount	% of Budget
Tuition and Fees	\$12,888,735	41.39%
County (includes in-kind)	9,544,480	30.65%
State Aid	7,554,544	24.26%
Other	1,150,000	3.69%
<b>Total</b>	<b>\$31,137,759</b>	<b>100.00%</b>

## Program Highlights

- Over 22.2% of the County's high school graduates in 2014 enrolled at the College in Fall 2014.
- A total of 12,064 individuals took a credit or continuing education class at the College during 2013-14.

## Budget Changes

Excluding one-time funding of \$150,000 provided in FY 15, this budget is increasing 2.5%.

# Carroll County Public Library

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	3,314,120	1,244,460	1,244,460	1,331,940	7.03%	7.03%
Operating	10,103,156	8,060,750	8,060,750	8,262,270	2.50%	2.50%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$13,417,275</b>	<b>\$9,305,210</b>	<b>\$9,305,210</b>	<b>\$9,594,210</b>	<b>3.11%</b>	<b>3.11%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Included in the FY 14 Actuals are in-kind services provided through the Bureau of Facilities budget, as well as a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Lynn Wheeler, Director (410) 386-4500

Evan Cook, Budget Analyst (410) 386-2082

<http://library.carr.org/>

## Mission and Goals

The mission of the Carroll County Public Library (CCPL) is to provide our 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 which 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 (CCPL), 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)

The County provides Carroll County Public Library with in-kind services of approximately \$476,300 through the Bureau of Facilities to maintain the buildings and utility costs within the branch system.

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

County - Direct Funding	\$8,262,270	85.33%
State Aid	928,554	9.59%
Other	491,550	5.08%
<b>Total Revenue</b>	<b>\$9,682,374</b>	<b>100.00%</b>

## Program Highlights

- In the most recent official state-wide library report, based on FY 13 statistics, CCPL had the 2<sup>nd</sup> highest per capita circulation in Maryland at 25.1.
- In FY 14 CCPL circulated almost 4.0 million items and provided access to 555,600 items.

	FY 11	FY 12	FY 13	FY 14
Books	2,647,813	2,522,738	2,359,104	2,218,662
Video	926,073	973,462	956,102	910,512
Audio	461,667	476,562	440,373	419,372
Periodicals	73,203	73,252	73,650	64,926
Other	186,508	356,108	371,139	373,774
<b>Total</b>	<b>4,295,264</b>	<b>4,402,112</b>	<b>4,200,368</b>	<b>3,987,246</b>

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

## Budget Changes

- Benefits increase due to OPEB allocation.
- A 2.5% operating increase is included in FY 16.

# Community Media Center

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	565,770	606,960	606,960	620,720	2.27%	2.27%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$565,770</b>	<b>\$606,960</b>	<b>\$606,960</b>	<b>\$620,720</b>	<b>2.27%</b>	<b>2.27%</b>
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

Marion Ware, Director (410) 386-4415  
 Lynn Karr, Budget Analyst (410) 386-2082  
<http://www.carrollmediacenter.org>

College, Channel 19 – Public Access, Channel 21 – Carroll County Board of Education, Channel 23 – Town and Community Channel, and Channel 24 – Carroll County Government, and distribute to the Internet.

## 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 that is essential and relevant to the Carroll County Community
- Support Town and Community Channel 23 to promote the unique character of their individual towns/cities through the use of multiple distribution platforms
- Partner with Career and Technology to support youth initiatives to engage and mentor students pursuing media careers by developing their skills through community based projects
- Create a more robust and career-driven college internship program
- Launch an interim facility plan that addresses aging infrastructure needs
- Redevelop Carroll History project website making it more interactive to engage new volunteers and interns to help develop a searchable tagged archive of oral histories
- Maintain ongoing coverage of public meetings, important local events and activities through Channel 19 and Channel 23
- Develop larger and broader volunteer base to help support needs and demands of a growing community media center

## Program Highlights

- In 2014, CMC celebrated the anniversary of Channel 19, providing 25 years of Public Access Television in Carroll County.
- From 2013 to 2014, CMC saw a 22% increase in public use of the facility, and a 10% increase in the number of programs broadcast on Channel 19.
- The Carroll County History Project is one of CMC's most popular programs. During 2014, interest in the History Project generated a 28% increase in facility use.
- Partnership with the Carroll County Career and Technology Center, Silver Oak Academy and an internship program resulted in a 104% increase in staff hours dedicated specifically to teaching local youth video production and media skills. Participation in CMC's internship program for high school and college students increased by 36%.
- From 2013 to 2014, CMC's website saw a 70% increase in web traffic, their Facebook page grew by 69% and visits to YouTube channel to watch local videos grew by 296%.

## Budget Changes

The CMC Budget is based on projected revenue from the cable franchise fee. It is also adjusted for actual revenues collected in FY 14. In FY 16, the budget is increasing to align funding with anticipated collections.

## 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, including: Channel 18 – Carroll Community



# Education Opportunity Fund

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	0	0	0	0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	400,000	400,000	400,000	0	-100.00%	-100.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	400,000	400,000	400,000	0	-100.00%	-100.00%
<b>Employees FTE</b>	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

Audrey Cimino, Executive Director,  
 Community Foundation of Carroll County (410) 876-5505  
 Lynn Karr, Budget Analyst (410) 386-2082  
<http://carrollcommunityfoundation.org>

## Mission and Goals

The mission of the Education Opportunity Fund is to offer parity in opportunities for non-public school children in Carroll County Maryland to help them obtain a well-rounded and successful educational experience.

### Goals include:

To provide funds for books, teaching materials, equipment, curricula, science and technology needs, and extra-curricular activities for non-public school children in Carroll County.

## Description

The Education Opportunity Fund is a component fund of the Community Foundation of Carroll County. An Advisory Board, consisting of citizens of Carroll County, reviews applications for grants and makes recommendations to the Board of Directors of the Community Foundation of Carroll County. Final decisions and distributions from the fund are made by the Community Foundation.

## Budget Changes

In FY 15, the Board of Commissioners included one-time funding.

*Public Safety and Corrections  
Appropriations*

# Public Safety and Corrections Summary

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Circuit Court	\$2,030,608	\$1,857,190	\$1,876,400	\$1,996,780	7.52%	6.42%
Circuit Court Magistrate	614,910	528,590	524,420	543,560	2.83%	3.65%
Orphan's Court	38,187	50,770	58,160	59,230	16.66%	1.84%
Volunteer Community Services	208,324	178,280	178,380	190,680	6.96%	6.90%
<b>Total Courts</b>	<b>\$2,892,029</b>	<b>\$2,614,830</b>	<b>\$2,637,360</b>	<b>\$2,790,250</b>	<b>6.71%</b>	<b>5.80%</b>

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Public Safety Administration	\$1,655,165	\$2,113,020	\$2,130,490	\$2,115,040	0.10%	-0.73%
Public Safety 911	2,583,212	2,255,980	2,247,990	2,289,550	1.49%	1.85%
<b>Total Office of Public Safety</b>	<b>\$4,238,377</b>	<b>\$4,369,000</b>	<b>\$4,378,480</b>	<b>\$4,404,590</b>	<b>0.81%</b>	<b>0.60%</b>

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
CC Advocacy and Investigation Center	\$115,835	\$127,500	\$136,040	\$154,190	20.93%	13.34%
Detention Center	10,280,526	8,479,280	8,703,230	8,877,550	4.70%	2.00%
Sheriff Services	13,249,515	10,328,790	10,225,940	10,971,860	6.23%	7.29%
<b>Total Sheriff Services</b>	<b>\$23,645,876</b>	<b>\$18,935,570</b>	<b>\$19,065,210</b>	<b>\$20,003,600</b>	<b>5.64%</b>	<b>4.92%</b>

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
State's Attorney's Office	\$3,330,302	\$2,812,880	\$2,843,480	\$3,289,390	16.94%	15.68%
Victim Witness Assistance	324,916	264,510	267,940	278,710	5.37%	4.02%
<b>Total State Attorney's Office</b>	<b>\$3,655,218</b>	<b>\$3,077,390</b>	<b>\$3,111,420</b>	<b>\$3,568,100</b>	<b>15.95%</b>	<b>14.68%</b>

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Animal Control	\$1,080,576	\$909,050	\$909,050	\$893,990	-1.66%	-1.66%
Resident Trooper	71,940	0	0	0	0.00%	0.00%
EMS 24/7 Services	3,904,000	4,021,120	4,021,120	4,121,650	2.50%	2.50%
Volunteer Emergency Services Association	6,896,000	7,415,880	7,415,880	7,801,450	5.20%	5.20%
<b>Total Public Safety Other</b>	<b>\$12,202,516</b>	<b>\$12,596,050</b>	<b>\$12,596,050</b>	<b>\$12,867,090</b>	<b>2.15%</b>	<b>2.15%</b>

<b>Total Public Safety and Corrections</b>	<b>\$46,634,015</b>	<b>\$41,592,840</b>	<b>\$41,788,520</b>	<b>\$43,633,630</b>	<b>4.91%</b>	<b>4.42%</b>
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# Courts

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# Courts Summary

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Circuit Court	\$2,030,608	\$1,857,190	\$1,876,400	\$1,996,780	7.52%	6.42%
Circuit Court Magistrate	614,910	528,590	524,420	543,560	2.83%	3.65%
Orphan's Court	38,187	50,770	58,160	59,230	16.66%	1.84%
Volunteer Community Services	208,324	178,280	178,380	190,680	6.96%	6.90%
<b>Total Courts</b>	<b>\$2,892,029</b>	<b>\$2,614,830</b>	<b>\$2,637,360</b>	<b>\$2,790,250</b>	<b>6.71%</b>	<b>5.80%</b>

## 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, domestic and child support cases, in accordance with the Constitution, while administering justice in a fair and efficient manner.

### Goals include:

- Maintain a commitment to expediting the judicial process in order to enhance 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 receive benefit from services of the Volunteer Community Service Program as possible

## 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 Masters and Volunteer Community Services are under the control of the Circuit Court of Carroll County.
- The State directly pays for the salaries and benefits for the Circuit Court Judges and their law clerks, three Standing Masters and their support staff, and provides reimbursement to the County for one Standing Master.
- 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

- Orphan's Court increases between the FY 15 Original and Adjusted due to annualizing the legislated salary increase that took effect in January 2015.
- Circuit Court increases due to a 2.5% salary increase and additional bailiff hours related to the opening of a new courtroom in FY 16.
- Circuit Court Masters and Volunteer Community Services increase due to OPEB allocations.

# Circuit Court

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$1,364,927	\$1,410,190	\$1,428,030	\$1,543,160	9.43%	8.06%
Benefits	524,510	301,240	302,610	308,210	2.31%	1.85%
Operating	123,424	136,160	136,160	143,100	5.10%	5.10%
Capital	17,748	9,600	9,600	2,310	-75.94%	-75.94%
<b>Total</b>	<b>\$2,030,608</b>	<b>\$1,857,190</b>	<b>\$1,876,400</b>	<b>\$1,996,780</b>	<b>7.52%</b>	<b>6.42%</b>
<b>Employees FTE</b>	<b>31.69</b>	<b>32.69</b>	<b>33.21</b>	<b>34.55</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

The Honorable Michael M. Galloway, Administrative Judge  
(410) 386-2650

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

<http://ccgoverment.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. The Circuit Court also 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

- A Fourth Judge and support staff were added in FY 14.
- Juror terms continue to be one week in order to minimize the economic impact on 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.
- Installed an elevator at the Historic Courthouse and electronic docket boards at both the Historic Courthouse and Courthouse Annex.
- Courtroom #10 is scheduled to be complete in FY 16.

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to increased Bailiff hours as the result of an additional judge.
- A 2.5% salary increase is included in FY 16.
- Personnel increases due to additional Bailiff hours for coverage related to the opening of Courtroom #10.
- Operating increases due to additional funding for grand jury and postage related to jury summoning.
- Capital decreases due to one-time funding in FY 15 to supplement grant funding for an x-ray machine.

## Positions

Title	Type	FTE
<i>Administrator</i>	Full-time	1.00
<i>Assignment Officer</i>	Full-time	4.00
<i>Bailiff</i>	Full-time	16.55
<i>Court Reporter</i>	Full-time	4.00
<i>Deputy Administrator</i>	Full-time	1.00
<i>Judicial Assistant</i>	Full-time	4.00
<i>Jury Commissioner</i>	Full-time	1.00
<i>Reporter/Librarian</i>	Full-time	1.00
<i>Staff Attorney</i>	Full-time	1.00
<i>Support Specialist</i>	Full-time	1.00
<b>Total</b>		<b>34.55</b>

## Total County Funding

Department	Estimated Cost
<i>Circuit Court</i>	\$1,996,780
<i>Health Benefits</i>	315,000
<i>Utilities</i>	237,700
<i>Building Maintenance</i>	269,700
<i>Technology Support</i>	48,080
<i>Grant's Cash Match</i>	93,940
<b>Total</b>	<b>\$2,961,200</b>

# Circuit Court Masters

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$359,330	\$389,840	\$385,960	\$395,620	1.48%	2.50%
Benefits	249,145	132,590	132,300	141,680	6.86%	7.09%
Operating	6,280	6,160	6,160	6,260	1.62%	1.62%
Capital	155	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$614,910</b>	<b>\$528,590</b>	<b>\$524,420</b>	<b>\$543,560</b>	<b>2.83%</b>	<b>3.65%</b>
<b>Employees FTE</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

The Honorable Michael M. Galloway, 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 Masters 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 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 Master.

## Budget Changes

- A 2.5% salary increase is included in FY 16.
- Benefits increase due to OPEB allocation.

## Positions

Title	Type	FTE
Judicial Assistant	Full-time	4.00
Legal Assistant	Full-time	2.00
Master for Juvenile Causes*	Full-time	1.00
<b>Total</b>		<b>7.00</b>

\*Salary and benefits for one Juvenile Master are reimbursed by the State. Three Juvenile Masters are paid directly by the State and are not included in the FTE numbers.

## Total County Funding

Title	Estimated Cost
Circuit Court Masters	\$543,560
Health Benefits	122,500
<b>Total</b>	<b>\$666,060</b>

# Orphan's Court

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$30,117	\$39,630	\$46,500	\$46,500	17.34%	0.00%
Benefits	6,954	9,180	9,700	10,770	17.32%	11.03%
Operating	1,115	1,960	1,960	1,960	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$38,187</b>	<b>\$50,770</b>	<b>\$58,160</b>	<b>\$59,230</b>	<b>16.66%</b>	<b>1.84%</b>
<b>Employees FTE</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 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

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to annualizing the legislated salary increase that took effect in January 2015.
- Benefits increase due to OPEB allocations.

## Mission and Goals

To review all estates, verify that the personal representative has complied with the Annotated Code of MD-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.

## Positions

Title	Type	FTE
Judge, Orphan's Court	By-Law	3.00
<b>Total</b>		<b>3.00</b>



# Volunteer Community Service Program

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$128,993	\$136,580	\$136,680	\$140,090	2.57%	2.49%
Benefits	74,706	35,720	35,720	44,210	23.77%	23.77%
Operating	4,625	5,980	5,980	6,380	6.69%	6.69%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$208,324</b>	<b>\$178,280</b>	<b>\$178,380</b>	<b>\$190,680</b>	<b>6.96%</b>	<b>6.90%</b>
<b>Employees FTE</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

The Honorable Michael M. Galloway, 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.

## Program Highlights

- Since the inception of the program in 1980 through November 2014, a total of 31,562 volunteers have been referred to the program and volunteered a total of 1,007,410 hours.
- There were 1,049 juvenile and adult offenders in the Community Service Program in FY 13.

In 2014, the Sunday work crew assignments included:

- Cleaning the Visitor's Center
- Landscaping projects and maintenance at Springfield Hospital Center
- Assisting with annual fair/festivals at Union Mills Homestead
- Assisting volunteer fire departments clean up after carnivals
- Trash pick-up at the Landfill
- Assisting New Windsor Volunteer Fire Department in their fall cleanup

## Budget Changes

- A 2.5% salary increase is included in FY 16.
- Benefits increase due to OPEB allocations.

## Positions

Title	Type	FTE
VCS Assistant	Full-time	1.00
VCS Caseworker	Full-time	1.00
VCS Coordinator	Full-time	1.00
<b>Total</b>		<b>3.00</b>

## Total County Funding

Title	Estimated Cost
Volunteer Community Service	\$190,680
Health Benefits	52,500
Fleet	2,000
<b>Total</b>	<b>\$245,180</b>

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# **Public Safety 911**

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# Public Safety 911 Summary

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Public Safety Administration	\$1,655,165	\$2,113,020	\$2,130,490	\$2,115,040	0.10%	-0.73%
Public Safety 911	2,583,212	2,255,980	2,247,990	2,289,550	1.49%	1.85%
<b>Total Public Safety 911</b>	<b>\$4,238,377</b>	<b>\$4,369,000</b>	<b>\$4,378,480</b>	<b>\$4,404,590</b>	<b>0.81%</b>	<b>0.60%</b>

## 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 to all persons calling 911 in a timely, professional and courteous manner
- 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 not only County Government operations, but also other outside agencies at varying levels. Radios are provided out of this budget for Sheriff Services, Detention Center, Humane Society and the Volunteer Emergency Services Association. In addition, Public Safety maintains the communication system that all of these organizations, as well as the towns and State Police, use during emergencies.
- The 911 Call centers received 69,762 calls in calendar year 2014, resulting in 19,250 dispatched incidents for Fire, Emergency Medical Services and Rescue.

	CY 09	CY 10	CY 11	CY 12	CY 13	CY 14
<b>Fire</b>	2,741	2,743	2,815	2,594	2,612	2,875
<b>EMS</b>	12,250	12,554	12,655	13,052	13,259	13,267
<b>Rescue</b>	1,099	978	963	1,060	1,066	1,054
<b>Mutual Aid</b>	1,991	1,941	2,055	2,025	1,849	2,054
<b>Total</b>	<b>18,081</b>	<b>18,216</b>	<b>18,488</b>	<b>18,731</b>	<b>18,786</b>	<b>19,250</b>

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to salary adjustments.
- Overall budget increases due to additional funding for one-time costs for the Drug Enforcement Support Program.

# Public Safety 911

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$1,791,225	\$1,895,620	\$1,904,060	\$1,948,720	2.80%	2.35%
Benefits	983,978	499,870	500,910	565,350	13.10%	12.86%
Operating	1,353,457	1,745,630	1,745,630	1,759,930	0.82%	0.82%
Capital	109,718	227,880	227,880	130,590	-42.69%	-42.69%
<b>Total</b>	<b>\$4,238,377</b>	<b>\$4,369,000</b>	<b>\$4,378,480</b>	<b>\$4,404,590</b>	<b>0.81%</b>	<b>0.60%</b>
<b>Employees FTE</b>	<b>37.75</b>	<b>41.13</b>	<b>41.13</b>	<b>41.13</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation while some operating expenses were allocated to individual budgets. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Scott Campbell, Director (410) 386-2261  
 Christian Roop, Budget Analyst (410) 386-2082  
<http://ccgovernment.carr.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 personally dispatches or direct calls to appropriate law enforcement agencies and dispatch 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

- Established a new 911 center while maintaining a fully functioning back-up center.
- Handled dispatch and radio communications for Fire, Rescue, Emergency Medical Services (EMS), Sheriff Services, and Hampstead and Manchester Police Departments.

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to salary adjustments.
- A 2.5% salary increase is included in FY 16.
- Capital decreases due to fewer radio purchases and a one-time purchase of a software upgrade in FY 15.
- Overall budget increases due to additional funding for one-time costs for the Drug Enforcement Support Program

## Positions

Title	Type	FTE
<i>911 Technician</i>	Contractual	1.75
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Administrator</i>	Full-time	1.00
<i>Communications Tech</i>	Contractual	0.38
<i>Communications Tech. Asst.</i>	Full-time	1.00
<i>ECS Supervisor</i>	Full-time	4.00
<i>Emergency Comm. Asst. Coordinator</i>	Full-time	1.00
<i>Emergency Comm. Coordinator</i>	Full-time	1.00
<i>Emergency Comm. Specialist</i>	Full-time	26.00
<i>Emergency Mgmt. Coordinator</i>	Full-time	1.00
<i>Emergency Services Specialist</i>	Full-time	1.00
<i>Emergency Services Technician</i>	Full-time	1.00
<i>GIS Analyst-E911 Services</i>	Full-time	1.00
<b>Total</b>		<b>41.13</b>

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# **Sheriff Services**

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# Sheriff Services Summary

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	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
CC Advocacy and Investigation Center	\$115,835	\$127,500	\$136,040	\$154,190	20.93%	13.34%
Detention Center	10,280,526	8,479,280	8,703,230	8,877,550	4.70%	2.00%
Sheriff Services	13,249,515	10,328,790	10,225,940	10,971,860	6.23%	7.29%
<b>Total Sheriff Services</b>	<b>\$23,645,876</b>	<b>\$18,935,570</b>	<b>\$19,065,210</b>	<b>\$20,003,600</b>	<b>5.64%</b>	<b>4.92%</b>

## 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 coverage, public safety support, building maintenance, vehicles and maintenance, technology services and support, worker's compensation, and other insurance coverage.
- In FY 11, the Board of County Commissioners unanimously voted to transition the County away from a contractual relationship with the Maryland State Police for Resident Trooper positions over three years and supplement the Sheriff's Office with additional Deputy Sheriff Positions.

## Budget Changes

- Detention Center increases from FY 15 Original to Adjusted due to contractual housing of approximately 17 inmates.
- Total Sheriff Services increases primarily due to the second-year implementation of the compensation plan and costs associated with the Drug Enforcement Support Program, including five additional positions.

# CCAIC

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$60,420	\$87,320	\$95,250	\$100,520	15.12%	5.53%
Benefits	38,943	17,490	18,100	25,980	48.54%	43.54%
Operating	16,473	22,690	22,690	27,690	22.04%	22.04%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$115,835</b>	<b>\$127,500</b>	<b>\$136,040</b>	<b>\$154,190</b>	<b>20.93%</b>	<b>13.34%</b>
<b>Employees FTE</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

James DeWees, Sheriff (410) 386-2900  
Heidi K. Pepin, Senior Budget Analyst (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.

## Program Highlights

In FY 14, CCAIC reviewed 548 cases and investigated 217.

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to employee turnover.
- Personnel increases primarily due to the compensation plan implemented in FY 15.
- Benefits increase due to Pension and OPEB allocations.
- Operating increases for the National Children's Alliance recertification.

## Positions

Title	Type	FTE
Administrative Assistant	Full-time	1.00
Sergeant	Full-time	1.00
<b>Total</b>		<b>2.00</b>

## Total County Funding

Department	Estimated Cost
CC Advocacy and Investigation Center	\$154,190
Health Benefits	35,000
Fleet	3,000
<b>Total</b>	<b>\$192,190</b>

# Detention Center

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
<b>Personnel</b>	\$5,002,918	\$5,231,700	\$5,210,890	\$5,448,390	4.14%	4.56%
<b>Benefits</b>	3,278,348	1,603,110	1,601,870	1,651,730	3.03%	3.11%
<b>Operating</b>	1,896,321	1,594,970	1,840,970	1,700,430	6.61%	-7.63%
<b>Capital</b>	102,939	49,500	49,500	77,000	55.56%	55.56%
<b>Total</b>	\$10,280,526	\$8,479,280	\$8,703,230	\$8,877,550	4.70%	2.00%
<b>Employees FTE</b>	109.50	109.50	109.50	109.50	-----	-----

Note: FY 14 Actuals include a health and fringe allocation and other operating expenses. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**James DeWees, Sheriff (410) 386-2900**  
**Heidi K. Pepin, Senior Budget Analyst (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 and Benefits decrease from FY 15 Original to Adjusted due to employee turnover.
- Operating increases from FY 15 Original to Adjusted due to contractual housing of approximately 17 inmates.
- Personnel increases primarily due to the compensation plan implemented in FY 15.
- Benefits increase due to Pension and OPEB allocations.
- Capital increases for the purchase of additional surveillance equipment.

## Positions

Title	Type	FTE
<i>Assistant</i>	Full-time	4.00
<i>Cook</i>	Full-time	3.00
<i>Cook</i>	Part-time	0.50
<i>Coordinator</i>	Full-time	2.00
<i>Correctional Captain</i>	Full-time	3.00
<i>Correctional Corporal</i>	Full-time	10.00
<i>Correctional Deputy Sheriff</i>	Full-time	66.00
<i>Correctional Lieutenant</i>	Full-time	5.00
<i>Correctional Major</i>	Full-time	2.00
<i>Correctional Sergeant</i>	Full-time	5.00
<i>Correctional Specialist</i>	Full-time	4.00
<i>Correctional Specialist Manager</i>	Full-time	1.00
<i>Correctional Colonel/Warden</i>	Full-time	1.00
<i>Specialist</i>	Full-time	2.00
<i>Supervisor</i>	Full-time	1.00
<b>Total</b>		109.50

## Total County Funding to Detention Center

Department	Estimated Cost
<b>Detention Center</b>	\$8,877,550
<b>Health Benefits</b>	1,767,500
<b>Public Safety</b>	14,400
<b>Utilities</b>	167,300
<b>Building Maintenance</b>	100,040
<b>Technology Support</b>	10,470
<b>Fleet</b>	44,100
<b>Total</b>	\$10,981,360



# Sheriff Services

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
<b>Personnel</b>	\$6,897,056	\$7,415,710	\$7,321,080	\$7,929,340	6.93%	8.31%
<b>Benefits</b>	4,439,444	2,364,020	2,355,800	2,335,900	-1.19%	-0.84%
<b>Operating</b>	1,331,694	547,560	547,560	697,620	27.41%	27.41%
<b>Capital</b>	581,321	1,500	1,500	9,000	500.00%	500.00%
<b>Total</b>	\$13,249,515	\$10,328,790	\$10,225,940	\$10,971,860	6.23%	7.29%
<b>Employees FTE</b>	147.00	147.00	147.00	147.00	-----	-----

Note: FY 14 Actuals include a health and fringe allocation and other operating expenses. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**James DeWees, Sheriff (410) 386-2900**  
**Heidi K. Pepin, Senior Budget Analyst (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

On December 2, 2014, the 58<sup>th</sup> Sheriff of Carroll County was sworn in as retired Maryland State Police Captain James DeWees became the first new Sheriff in 16 years.

## Budget Changes

- Personnel and Benefits increase for five additional positions associated with the Drug Enforcement Support Program and the compensation plan implemented in FY 15.
- Operating increases for the one-time purchase of guns, an increase in professional development expenses, and costs associated with the Drug Enforcement Support Program.

## Positions

Title	Type	FTE
<i>Administrator</i>	Full-time	1.00
<i>Assistant</i>	Full-time	3.00
<i>Captain</i>	Full-time	3.00
<i>Colonel</i>	Full-time	1.00
<i>Constable</i>	Contractual	2.00
<i>Coordinator</i>	Full-time	6.00
<i>Corporal</i>	Full-time	16.00
<i>Court Security Officer</i>	Full-time	14.00
<i>Deputy 1<sup>st</sup> Class</i>	Full-time	48.00
<i>Deputy Sheriff Probationer</i>	Full-time	7.00
<i>Director, Administrative Services</i>	Full-time	1.00
<i>Lieutenant</i>	Full-time	5.00
<i>Major</i>	Full-time	1.00
<i>Master Deputy</i>	Full-time	26.00
<i>Police Service Assistant</i>	Full-time	1.00
<i>Sergeant</i>	Full-time	9.00
<i>Sheriff</i>	By-Law	1.00
<i>Specialist</i>	Full-time	2.00
<i>Technician</i>	Full-time	5.00
<b>Total</b>		<b>152.00</b>

## Total County Funding to Sheriff Services

Department	Estimated Cost
<i>Sheriff Services</i>	\$10,971,860
<i>Health Benefits</i>	2,135,000
<i>Public Safety</i>	252,880
<i>Utilities</i>	36,500
<i>Building Maintenance</i>	9,200
<i>Technology Support</i>	186,430
<i>Fleet</i>	1,144,700
<i>Grant Cash Match</i>	48,990
<b>Total</b>	<b>\$14,785,560</b>

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**State's Attorney**

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# State's Attorney Summary

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
State's Attorney's Office	\$3,330,302	\$2,812,880	\$2,843,480	\$3,289,390	16.94%	15.68%
Victim Witness Assistance	324,916	264,510	267,940	278,710	5.37%	4.02%
<b>Total State's Attorney's Office</b>	<b>\$3,655,218</b>	<b>\$3,077,390</b>	<b>\$3,111,420</b>	<b>\$3,568,100</b>	<b>15.95%</b>	<b>14.68%</b>

## Mission and Goals

Aggressively and effectively prosecute those who break the law, while pursuing appropriate punishment and providing services and resources to victims of crimes.

### Goals include:

- Seek restitution in an attempt to make victims whole
- Secure appropriate punishment for individuals who commit crimes
- Enhance the security of the community

## 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.
- On January 5, 2015, a new State's Attorney for Carroll County was officially sworn in as Brian DeLeonardo became the first new State's Attorney since 1994.
- In addition to direct funding to the State's Attorney's Office, the County also provides in-kind support, including health coverage, building maintenance, vehicles and maintenance, technology services and support, and Personnel Services' staff.
- The chart below shows a history of new cases from 2011 to 2014.

	CY 11	CY 12	CY 13	CY 14
Circuit Court	1,186	1,376	1,288	1,217
District Court	4,912	4,789	4,932	5,397
Juvenile Court	255	264	216	183
<b>Totals</b>	<b>6,353</b>	<b>6,429</b>	<b>6,436</b>	<b>6,797</b>

## Budget Changes

- Total State's Attorney increases from FY 15 Original to Adjusted due to employee turnover and position reclassifications.
- State's Attorney increases from the FY 15 Adjusted due to additional funding of \$150,000 included for the plan to move the State's Attorney's Office from the Circuit Courthouse building in FY 16 and three additional positions for the Drug Enforcement support program.

# State's Attorney's Office

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$2,018,676	\$2,081,160	\$2,109,590	\$2,381,080	14.41%	12.87%
Benefits	1,160,668	613,600	615,770	602,350	-1.83%	-2.18%
Operating	148,000	117,070	117,070	299,110	155.50%	155.50%
Capital	2,958	1,050	1,050	6,850	552.38%	552.38%
<b>Total</b>	<b>\$3,330,302</b>	<b>\$2,812,880</b>	<b>\$2,843,480</b>	<b>\$3,289,390</b>	<b>16.94%</b>	<b>15.68%</b>
Employees FTE	36.50	36.50	36.62	39.62	-----	-----

Note: FY 14 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. 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

It is the mission of the State's Attorney's Office (SAO) to aggressively and effectively prosecute those who break the law while pursuing appropriate punishment and providing services and resources to victims of crimes.

### Goals include:

- Seek restitution in an attempt to make victims whole
- Secure incarceration for individuals who commit crimes
- Enhance the security of our community

## Description

The Carroll County SAO is responsible for the prosecution of all crimes that occur in Carroll County which represent violations of State or local law. The SAO prosecutes all criminal misdemeanor and felony cases, including assault, child abuse, malicious destruction, robbery, sexual offenses, burglary, murder, automobile manslaughter, economic/white collar crime, and various other criminal activities. The State of Maryland's Constitution and the Annotated Code of Maryland mandate the SAO. These obligations are expanded and defined further by the Maryland Rules of Criminal Procedure, as well as State, Federal, and Supreme Court decisions.

## Program Highlights

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

Court	CY 12	CY 13	CY 14
Circuit Court	1,376	1,288	1,217
District Court	4789	4,932	5,397
Juvenile Court	264	216	183
<b>Total</b>	<b>6,429</b>	<b>6,436</b>	<b>6,797</b>

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to salary adjustments.
- Personnel increases due to a 2.5% salary adjustment and three additional employees related to the Drug Enforcement Support Program.
- Benefits decrease due to Pension and OPEB allocations.
- Operating increases due to the estimated cost of the planned move from the Circuit Courthouse building.

## Positions

Title	Type	FTE
<i>Assistant State's Attorney</i>	Full-time	5.00
<i>Chief Deputy State's Attorney</i>	Full-time	1.00
<i>Chief Investigator</i>	Full-time	1.00
<i>Deputy State's Attorney/Admin</i>	Full-time	1.00
<i>Drug Investigator/Cellphone Analyst</i>	Full-time	1.00
<i>Education and Treatment Liaison</i>	Full-time	1.00
<i>Executive Assistant</i>	Full-time	1.00
<i>Extradition Fugitive Technician</i>	Full-time	1.00
<i>Investigator</i>	Full-time	4.00
<i>Paralegal/Law Clerk</i>	Full-time	3.00
<i>Prosecution Aide</i>	Full-time	1.00
<i>Prosecution Assistant</i>	Full-time	10.62
<i>Senior Asst. State's Attorney</i>	Full-time	2.00
<i>Specialty Unit Supervisor</i>	Full-time	5.00
<i>Supervising Drug Prosecutor</i>	Full-time	1.00
<i>State's Attorney</i>	By-Law	1.00
<b>Total</b>		<b>39.62</b>

## Total County Funding

Department	Estimated Cost
<i>State's Attorney's Office</i>	\$3,289,390
<i>Health Benefits</i>	693,350
<i>Building Maintenance</i>	34,900
<i>Utilities</i>	27,000
<i>Technology Support</i>	37,050
<i>Fleet</i>	18,100
<i>Grant's Cash Match</i>	313,770
<b>Total</b>	<b>\$4,413,560</b>

# Victim Witness Assistance

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$178,547	\$186,110	\$189,300	\$195,040	4.80%	3.03%
Benefits	138,839	68,100	68,340	69,660	2.29%	1.93%
Operating	6,951	10,300	10,300	14,010	36.02%	36.02%
Capital	579	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$324,916</b>	<b>\$264,510</b>	<b>\$267,940</b>	<b>\$278,710</b>	<b>5.37%</b>	<b>4.02%</b>
Employees FTE	5.00	5.00	5.00	5.00	-----	-----

Note: FY 14 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. 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://ccgovernments.carr.org/ccg/stateatt/index.html>

## Mission and Goals

It is the mission of the Victim Witness Assistance Unit to provide crime victims with improved treatment, assistance and services necessary to speed their recovery from the criminal justice process, and ensure that all victims receive all rights and benefits afforded them under the laws and the State of Maryland Constitution.

### Goals include:

- Promote an integrated community system of victim assistance by increasing coordination and networking of all appropriate agencies, organizations, and groups that provide services to victims of crime
- Provide consideration and personal attention to victims and witnesses that ultimately aid in the healing process
- Assure all victims and witnesses are informed about the progress and status of their cases
- Expand the victim's opportunity to participate in appropriate stages of the criminal justice process and ensure consideration of the impact of the crime upon the victim in major criminal justice decisions
- Ensure compliance with Victim's Rights legislation enacted to protect and enforce the rights of victims

## Description

Victim Witness Assistance is a specialized unit of the State's Attorney's Office that assists victims and witnesses in dealing with the emotional, social, physical, financial, and legal consequences of crime. Victim Witness Assistance provides a full range of services to victims of both felony and misdemeanor crimes. Services include the provision of ongoing information regarding the status of criminal cases and explanation of and orientation to the judicial process, referrals to social service and mental health agencies, intercession for victims/witnesses with crime related employer problems, and aid with filing victim compensation claims. In addition, help is provided in the preparation of Victim Impact Statements and assistance is given

to persons requesting post-conviction court and inmate status notifications. This unit serves as a liaison between victims/witnesses and law enforcement, and prosecutors involved in investigating and prosecuting crimes committed in Carroll County.

## Program Highlights

- The total caseload in FY 14 was 3,240.
- Of the total caseload, 1,493 were new cases and staff devoted 845.85 hours to scheduled court hearings and 2,239 new victims.
- In FY 14, Victim Witness served 312 new victims as a result of serious felony/violent cases.
- In FY 14, the District Court Division had 5 new minor felony and 887 misdemeanor cases, with Victim Witness serving 1,032 victims related to these cases.
- In FY 14, the Family Violence Coordinator had 365 new cases serving 369 victims.

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to salary adjustments.
- A 2.5% salary increase is included in FY 16.
- Operating increases due to supplies and services for victims.

## Positions

Title	Type	FTE
<i>Director</i>	Full-time	1.00
<i>Circuit Court Coordinator</i>	Full-time	1.00
<i>Family Violence Coordinator</i>	Full-time	1.00
<i>Prosecution Assistant</i>	Full-time	2.00
<b>Total</b>		<b>5.00</b>

## Total County Funding

Department	Estimated Cost
<i>Victim Witness</i>	\$278,710
<i>Health Benefits</i>	87,500
<b>Total</b>	<b>\$366,210</b>

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## **Public Safety Other**

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# Public Safety Other Summary

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Animal Control	\$1,080,576	\$909,050	\$909,050	\$893,990	-1.66%	-1.66%
Resident Trooper	71,940	0	0	0	0.00%	0.00%
EMS 24/7 Services	3,904,000	4,021,120	4,021,120	4,121,650	2.50%	2.50%
Volunteer Emergency Services Association	6,896,000	7,415,880	7,415,880	7,801,450	5.20%	5.20%
LOSAP	250,000	250,000	250,000	50,000	-80.00%	-80.00%
<b>Total Public Safety Other</b>	<b>\$12,202,516</b>	<b>\$12,596,050</b>	<b>\$12,596,050</b>	<b>\$12,867,090</b>	<b>2.15%</b>	<b>2.15%</b>

## Mission and Goals

Public Safety Other is a functional grouping of agencies that provide 24/7 emergency medical services, fire protection, law enforcement, 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 (CC 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. CC VESA receives radios and access to capital financing from the County's bonding authority.
- Thirteen 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 decreases due to a one-time vehicle purchase in FY 15, partially offset by a 2.5% operating increase in FY 16.
- Volunteer Emergency Services Association overall increase is due to one-time funding for the replacement of Self-Contained Breathing Apparatus for eight fire companies and an additional ongoing funding for workers compensation and overall operations.

# Animal Control

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	269,731	84,500	84,500	86,690	2.59%	2.59%
Operating	810,845	824,550	824,550	807,300	-2.09%	-2.09%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$1,080,576</b>	<b>\$909,050</b>	<b>\$909,050</b>	<b>\$893,990</b>	<b>-1.66%</b>	<b>-1.66%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. 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/>

## Mission and Goals

Carroll County, Animal Control attempts to alleviate the pain and suffering of animals, educate the public about their needs, shelter the lost and unwanted, reunite and adopt as many animals as possible, and enforce the laws pertaining to regulation of their humane keeping.

### Goals include:

- Strive to fulfill its mission by being as responsive to the public as possible
- Work with the public to reconcile animal issues identified through education, advice, mediation, and enforcement

## Description

Carroll County has a Memorandum of Understanding with the Humane Society of Carroll County to provide animal care and 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 8-4 Monday through Friday and 9-12 Saturdays. An after-hours animal drop off area is provided for stray animals. However, citizens are encouraged to bring their animals to the shelter during normal business hours 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.

Animal Control Officers are on call 24 hours a day for actual 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

## Program Highlights

During calendar year 2014:

- 4,101 animals were received.
- Animal Control Officers responded to more than 1,400 original calls for assistance from the public. They also inspected 60 kennels, 8 catteries, 43 grooming shops, and 10 pet stores resulting in \$17,650 in revenue for the County.
- 10,082 dog licenses were sold.
- 1,642 animals were adopted or placed with a rescue group.
- The Humane Society's mobile adoption trailer came online allowing the Humane Society to travel to various areas of the County to offer adoption services.

## Budget Changes

Animal Control decreases due to a one-time vehicle purchase in FY 15, partially offset by a 2.5% operating increase in FY 16.



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# Resident Trooper Program

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	71,940	0	0	0	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$71,940	\$0	\$0	\$0	0.00%	0.00%
	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

First Sergeant M. Keith Papi, Coordinator (410) 386-3000

Heidi K. Pepin, Senior Budget Analyst (410) 386-2082

<http://www.mdsp.org/>

## Description

The Resident Trooper Program was established through a contractual agreement between the County and the State of Maryland. In FY 14, the County completed the transition away from the contractual relationship with the Resident Trooper Program to the Sheriff's Office.

## Budget Changes

No funding is included in FY 16.

# EMS 24/7 Services

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	3,904,000	4,021,120	4,021,120	4,121,650	2.50%	2.50%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$3,904,000</b>	<b>\$4,021,120</b>	<b>\$4,021,120</b>	<b>\$4,121,650</b>	<b>2.50%</b>	<b>2.50%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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, CC VESA (410) 848-1488

Christian Roop, 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, to provide timely responses, and quality emergency care.

## Description

The Carroll County Board of Commissioners separated this budget from the Carroll County Volunteer Emergency Services Association (VESA) in FY 04. In FY 04, the Commissioners were presented with a request prepared by VESA for the provision of Emergency Medical Services (EMS) in the County. Since FY 08, 13 of 14 stations have at least one 24/7 paid medic unit. Sykesville-Freedom and Westminster each have two 24/7 paid medic units.

## Budget Changes

A 2.5% increase is included for FY 16.

# Volunteer Emergency Services Association

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	250,000	257,500	257,500	296,000	14.95%	14.95%
Operating	6,646,000	7,158,380	7,158,380	7,505,450	4.85%	4.85%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$6,896,000</b>	<b>\$7,415,880</b>	<b>\$7,415,880</b>	<b>\$7,801,450</b>	<b>5.20%</b>	<b>5.20%</b>
Employees FTE	0.00	0.00	0.00	0.00	0	-----

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, CC VESA (410) 848-1488

Christian Roop, Budget Analyst (410) 386-2082

<http://www.ccvesa.org>

## Mission and Goals

The Carroll County Volunteer Emergency Services Association (CCVESA) represents the fourteen community volunteer fire departments 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 department's administrations. Two representatives from each of the 14 fire departments 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
- CC VESA Administration
- Critical Incident Stress Management (CISM)
- 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:

Type	CY 12	CY 13	CY 14
Fire	2,594	2,612	2,875
EMS	13,052	13,259	13,267
Rescue	1,060	1,066	1,054
Mutual Aid	2,025	1,849	2,054
<b>Total</b>	<b>18,731</b>	<b>18,786</b>	<b>19,250</b>

## Budget Changes

Volunteer Emergency Services Association overall increase is due to one-time funding for the replacement of Self-Contained Breathing Apparatus for eight fire companies and an additional ongoing funding for workers compensation and overall operations.

	Budget FY 15	Budget FY 16
EVOD'S	\$625,838	\$625,838
LOSAP	250,000	0
Malpractice Insurance	15,435	15,435
SCBA Grant	313,000	313,000
Wellness (Physicals)	331,000	331,000
Workers Compensation	257,000	296,000
<b>Total Special Items</b>	<b>\$1,792,273</b>	<b>\$1,581,273</b>

## Total County Funding to VESA

Department	Estimated Cost
VESA	\$7,801,450
Public Safety	28,600
<b>Total</b>	<b>\$7,830,050</b>

*Public Works Appropriations*

# Public Works Summary

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Public Works Administration	\$706,871	\$666,830	\$735,370	\$743,560	11.51%	1.11%
Building Construction	204,127	183,830	182,720	189,150	2.89%	3.52%
Engineering - Administration	227,366	237,370	237,280	299,050	25.98%	26.03%
Engineering - Construction Inspection	440,281	345,800	356,060	365,240	5.62%	2.58%
Engineering - Design	514,278	441,330	443,080	451,900	2.40%	1.99%
Engineering - Survey	363,145	283,970	284,450	277,610	-2.24%	-2.40%
Facilities	6,377,112	9,464,080	9,437,240	9,526,840	0.66%	0.95%
Fleet Management	5,873,890	7,227,120	7,232,300	7,408,510	2.51%	2.44%
Permits and Inspections	1,673,941	1,348,740	1,352,520	1,391,220	3.15%	2.86%
Roads Operations	8,496,676	7,466,190	7,455,985	7,642,120	2.36%	2.50%
Storm Emergencies	2,627,964	1,905,000	1,905,000	2,244,170	17.80%	17.80%
Traffic Control	304,531	331,850	331,850	334,420	0.77%	0.77%
<b>Total Public Works</b>	<b>\$27,810,182</b>	<b>\$29,902,110</b>	<b>\$29,953,855</b>	<b>\$30,873,790</b>	<b>3.25%</b>	<b>3.07%</b>

## 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
- Continue to maintain the network of County roads
- Focus on preventative 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 a host of outside agencies at varying levels including: Sheriff Services, Detention Center, State's Attorney Office, Circuit Court, Public School System, Community College, Library, Board of Elections, local non-profit organizations, and others.

### Budget Changes

- Public Works Administration increases due to the addition of a Deputy Director, partially offset by the transfer of a position to Engineering Administration.
- Engineering - Survey decreases for replacement of the survey instrument and data collector in FY 15.
- Fleet increases due to additional funding for replacement of heavy equipment and costs for the Drug Enforcement Support Program. These costs are offset in part by a partial year lock-in for fuel prices.
- Storm Emergencies increases for a projected increase in salt prices and one-time funding of \$200,000 for salt replenishment.

# Public Works Administration

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$299,004	\$364,060	\$427,230	\$400,460	10.00%	-6.27%
Benefits	401,794	293,590	298,960	331,840	13.03%	11.00%
Operating	3,916	9,180	9,180	11,260	22.66%	22.66%
Capital	2,157	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$706,871</b>	<b>\$666,830</b>	<b>\$735,370</b>	<b>\$743,560</b>	<b>11.51%</b>	<b>1.11%</b>
<b>Employees FTE</b>	<b>6.44</b>	<b>5.74</b>	<b>6.74</b>	<b>5.74</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Director of Public Works (410) 386-2284**  
**Heidi K. Pepin, Senior Budget Analyst (410) 386-2082**  
<http://ccgovernment.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 and viable Airport facility
- Provide and maintain the building infrastructure necessary for government functions
- Continue to provide dependable and economic fleet maintenance for the County 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
- Continue to maintain the network of County roads to high standards

## Description

The Director of Public Works oversees the following bureaus:

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

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to the addition of a Deputy Director.
- A 2.5% salary increase is included in FY 16.
- Personnel decreases due to the transfer of a position to Engineering Administration.
- Benefits increase due to OPEB allocations associated with the Airport, Solid Waste, and Utilities Enterprise Funds.
- Operating increases for professional development costs associated with the new Deputy Director positions.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.20
<i>Deputy Director</i>	Full-time	2.35
<i>Director</i>	Full-time	0.85
<i>Project Specialist</i>	Full-time	0.34
<i>Security Staff</i>	Contractual	1.00
<b>Total</b>		<b>5.74</b>

5% of the Director, 25% of a Deputy Director, 33% of the Project Specialist, and 75% of an Administrative Assistant are charged to the Solid Waste Enterprise Fund. In addition, 5% of the Director, 20% of a Deputy Director, 33% of the Project Specialist, and 5% of an Administrative Assistant are charged to the Utilities Enterprise Fund. The remaining 5% of the Director and 20% of a Deputy Director are charged to the Airport Enterprise Fund.

# Building Construction

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$130,450	\$138,290	\$137,260	\$140,690	1.74%	2.50%
Benefits	67,891	35,910	35,830	36,350	1.23%	1.45%
Operating	5,786	9,630	9,630	12,110	25.75%	25.75%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$204,127</b>	<b>\$183,830</b>	<b>\$182,720</b>	<b>\$189,150</b>	<b>2.89%</b>	<b>3.52%</b>
<b>Employees FTE</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**R. Scott Moser, Deputy Director (410) 386-2284**  
**Heidi K. Pepin, Senior Budget Analyst (410) 386-2082**  
<http://ccgovernments.carr.org/ccg/buildcon/default.asp>

## Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	1.00
<i>Project Manager</i>	Full-time	1.00
<b>Total</b>		<b>2.00</b>

## 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
- To 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 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 – New Courtroom
- Historic Courthouse Elevator
- Krimgold and Leister Parks
- Piney Run Dam Repairs
- Public Safety Training Center
- Restoration of Union Mills Homestead

## Budget Changes

- A 2.5% salary increase is included in FY 16.
- Operating increases for one-time professional development costs.

# Engineering Administration

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$151,486	\$185,400	\$185,310	\$224,550	21.12%	21.18%
Benefits	70,920	44,610	44,610	55,620	24.68%	24.68%
Operating	3,238	7,360	7,360	8,880	20.65%	20.65%
Capital	1,722	0	0	10,000	100.00%	100.00%
<b>Total</b>	<b>\$227,366</b>	<b>\$237,370</b>	<b>\$237,280</b>	<b>\$299,050</b>	<b>25.98%</b>	<b>26.03%</b>
<b>Employees FTE</b>	<b>2.00</b>	<b>2.80</b>	<b>2.80</b>	<b>3.75</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jeffrey Topper, Deputy Director (410) 386-2157**  
**Heidi K. Pepin, Senior Budget Analyst (410) 386-2082**  
<http://ccgoverment.carr.org/ccg/engineer/>

## 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 information to the general public about the Public Works' community investment projects
- Provide pre-qualification of contractors to ensure compliance with industry construction standards
- Review and process 90% of pre-qualification applications within twenty days

## Description

Engineering Administration directs the operations of the following division:

- Construction Inspection
- Design
- Survey

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

- Bridges
- Landfills
- Roads
- Storm drains
- Water and sanitary sewer utilities

## Program Highlights

- During 2014, the Bureau administered five engineering consultant contracts and six roadway and pipe culvert construction projects.
- Review and processing time for 75 prequalification certificates was within the 20-day goal.

## Budget Changes

- A 2.5% salary increase is included in FY 16.
- Personnel increases due to the transfer of a GIS Technician position from Public Works Administration.
- Capital increases for the one-time purchase of handheld GPS device.

## Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	1.00
<i>Capital Improvement Specialist</i>	Full-time	1.00
<i>GIS Analyst</i>	Full-time	0.75
<i>GIS Technician</i>	Full-time	1.00
<b>Total</b>		<b>3.75</b>

25% of the GIS Analyst is charged to the Utilities Enterprise Fund.



# Engineering Construction Inspection

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$261,055	\$263,340	\$272,850	\$279,670	6.20%	2.50%
Benefits	160,053	78,030	78,780	80,980	3.78%	2.79%
Operating	19,173	4,430	4,430	4,590	3.61%	3.61%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$440,281</b>	<b>\$345,800</b>	<b>\$356,060</b>	<b>\$365,240</b>	<b>5.62%</b>	<b>2.58%</b>
<b>Employees FTE</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jeffrey Topper, Deputy Director (410) 386-2157**  
**Heidi K. Pepin, Senior Budget Analyst (410) 386-2082**  
<http://ccgoverment.carr.org/ccg/engineer/>

## 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
- Return initial contact 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 2014:

- Pavement of Rohrbaugh Road
- Overlay projects on sixteen roads
- Twenty-four mainline road maintenance projects totaling approximately 35 miles
- Nineteen pipe culvert crossings over seventeen roads

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

- The Estates at Liberty Lake
- Michael Wright Property
- The Mill at Clearfield
- Candle Light
- Pinewood
- Stansfield Estates
- Vista Green
- Pooledale Farm
- Berberi Hills
- Stafford Estates
- Nadine's Overlook

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to salary adjustments.
- A 2.5% salary increase is included in FY 16.

## Positions

Title	Type	FTE
<i>Construction Inspector</i>	Full-time	4.00
<i>Manager/Construction Inspector</i>	Full-time	1.00
<b>Total</b>		<b>5.00</b>

# Engineering Design

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$331,081	\$339,670	\$341,300	\$348,610	2.63%	2.14%
Benefits	177,007	92,290	92,410	93,680	1.51%	1.37%
Operating	6,190	9,370	9,370	9,610	2.56%	2.56%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$514,278</b>	<b>\$441,330</b>	<b>\$443,080</b>	<b>\$451,900</b>	<b>2.40%</b>	<b>1.99%</b>
<b>Employees FTE</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jeffrey Topper, Deputy Director (410) 386-2157**  
**Heidi K. Pepin, Senior Budget Analyst (410) 386-2082**  
<http://ccgovernment.carr.org/ccg/engineer/>

## 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
- To maintain the roadway network pavement condition index (PCI) within a satisfactory state
- Decrease the number of bridge structures with a sufficiency rating (BSR) less than 60 in the County's biennial bridge inspection program

## 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

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

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

## Program Highlights

- During 2014, Engineering Design managed six road and pipe culvert preservation projects.
- During 2014, approximately 40 miles of roads were resurfaced, 38 pipe culverts were repaired or replaced, and 15 small drainage structure projects were designed and permitted for construction.
- Between 2011 and 2014, 214 miles of County roads, approximately 28% of the road network mileage, were treated through the pavement management and preservation program, keeping the PCI at a satisfactory rating of 75.

## Budget Changes

A 2.5% salary increase is included in FY 16.

## Positions

Title	Type	FTE
<i>Civil Engineer Manager</i>	Full-time	1.00
<i>Engineering Technician</i>	Full-time	3.00
<i>Project Engineer</i>	Full-time	1.00
<i>Traffic Engineer</i>	Full-time	1.00
<b>Total</b>		<b>6.00</b>

# Engineering Survey

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$202,605	\$194,520	\$194,960	\$199,840	2.73%	2.50%
Benefits	155,789	67,770	67,810	69,070	1.92%	1.86%
Operating	4,752	8,480	8,480	8,700	2.59%	2.59%
Capital	0	13,200	13,200	0	-100.00%	-100.00%
<b>Total</b>	<b>\$363,145</b>	<b>\$283,970</b>	<b>\$284,450</b>	<b>\$277,610</b>	<b>-2.24%</b>	<b>-2.40%</b>
<b>Employees FTE</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jeffrey Topper, Deputy Director (410) 386-2157**  
**Heidi K. Pepin, Senior Budget Analyst (410) 386-2082**  
<http://ccgoverment.carr.org/ccg/engineer/>

## 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

Surveys Performed per Agency	FY 13	FY 14
Public Works	99	133
Land Use, Planning, and Development	76	85
Recreation and Parks	5	4
Public Safety	4	2
Economic Development	0	3
<b>Total</b>	<b>184</b>	<b>227</b>

## Budget Changes

- A 2.5% salary increase is included in FY 16.
- Capital decreases for replacement of the survey instrument and data collector in FY 15.

## Positions

Title	Type	FTE
<i>County Surveyor</i>	Full-time	1.00
<i>GPS Technician</i>	Full-time	1.00
<i>Survey Helper</i>	Full-time	1.00
<i>Survey Party Chief</i>	Full-time	1.00
<i>Surveying Instrument Operator</i>	Full-time	1.00
<b>Total</b>		<b>5.00</b>

# Facilities

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$2,182,647	\$2,286,350	\$2,261,130	\$2,316,850	1.33%	2.46%
Benefits	1,450,663	665,380	663,760	696,280	4.64%	4.90%
Operating	2,713,885	6,474,430	6,474,430	6,477,860	0.05%	0.05%
Capital	29,917	37,920	37,920	35,850	-5.46%	-5.46%
<b>Total</b>	<b>\$6,377,112</b>	<b>\$9,464,080</b>	<b>\$9,437,240</b>	<b>\$9,526,840</b>	<b>0.66%</b>	<b>0.95%</b>
<b>Employees FTE</b>	<b>51.50</b>	<b>51.50</b>	<b>51.50</b>	<b>51.50</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation while some operating expenditures were allocated to individual budgets. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

R. Scott Moser, Deputy Director (410) 386-2248  
 Heidi K. Pepin, Senior Budget Analyst (410) 386-2082  
<http://ccgovernments.carr.org/ccg/facility/>

## 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 forty-five 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 Health Department roof
- Elevator upgrade at the Detention Center
- Replacement of the boiler at the Multi-Service Center

## Budget Changes

- The decrease from FY 15 Original to Adjusted is due to employee turnover.
- A 2.5% salary increase is included in FY 16.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Custodian</i>	Full-time	4.00
<i>Electrician</i>	Full-time	3.00
<i>Facilities Manager</i>	Full-time	2.00
<i>Facilities Supervisor</i>	Full-time	5.00
<i>HVAC Mechanic</i>	Full-time	4.00
<i>Maintenance Technician</i>	Full-time	23.00
<i>Service/Maintenance</i>	Contractual	0.50
<i>Technical Support Coordinator</i>	Full-time	1.00
<i>Trades Specialist</i>	Full-time	7.00
<b>Total</b>		<b>51.50</b>

# Fleet Management

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$971,889	\$1,003,920	\$1,009,340	\$1,034,550	3.05%	2.50%
Benefits	672,170	329,400	329,160	320,760	-2.62%	-2.55%
Operating	3,119,783	4,097,800	4,097,800	3,916,700	-4.42%	-4.42%
Capital	1,110,048	1,796,000	1,796,000	2,136,500	18.96%	18.96%
<b>Total</b>	<b>\$5,873,890</b>	<b>\$7,227,120</b>	<b>\$7,232,300</b>	<b>\$7,408,510</b>	<b>2.51%</b>	<b>2.44%</b>
Employees FTE	24.00	24.00	24.00	24.00	-----	-----

Note: FY 14 Actuals include a health and fringe allocation while some operating and capital outlay expenditures were allocated to individual budgets. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jeffrey Topper, Deputy Director (410) 386-2157**  
**Heidi K. Pepin, Senior Budget Analyst (410) 386-2082**  
<http://ccgovernment.carr.org/ccg/fleetsmg/default.asp>

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

Replacement Type	Number	Amount
<i>Boat</i>	1	17,000
<i>Cattle Truck</i>	2	100,000
<i>Chipper</i>	1	50,000
<i>Dump Truck</i>	5	703,000
<i>Golf Cart</i>	1	5,000
<i>Loader</i>	1	195,000
<i>Mid-size Sedan</i>	7	147,000
<i>Mowers/Tractors</i>	5	350,000
<i>Pickup Truck</i>	8	241,500
<i>SUV</i>	13	354,000
<i>Trailer</i>	1	5,000
<i>Van</i>	2	69,000
<i>Wet Systems - Dump Trucks</i>	5	24,000
<b>Total</b>	<b>52</b>	<b>\$2,260,500</b>

## 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 11	FY 12	FY 13	FY 14
\$1,179,466	\$1,283,910	\$1,226,197	\$1,354,962

## Budget Changes

- A 2.5% salary increase is included in FY 16.
- Operating decreases primarily for a partial year lock-in for fuel prices.
- Capital increases due to additional funding for replacement of heavy equipment and costs for the Drug Enforcement Support Program.

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

Additional Type	Number	Amount
<i>Mid-size Sedan</i>	6	113,500
<i>Straw Blower</i>	1	11,000
<i>Trailer</i>	1	1,500
<b>Total</b>	<b>8</b>	<b>\$126,000</b>

## Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	1.00
<i>Fiscal Specialist</i>	Full-time	1.00
<i>Fleet Specialist</i>	Full-time	1.00
<i>Foreman</i>	Full-time	2.00
<i>Information System Specialist</i>	Full-time	1.00
<i>Mechanic</i>	Full-time	12.00
<i>Office Associate</i>	Full-time	1.00
<i>Parts Clerk</i>	Full-time	2.00
<i>Service Worker</i>	Full-time	1.00
<i>Service Writer</i>	Full-time	1.00
<i>Warehouse Technician</i>	Full-time	1.00
<b>Total</b>		<b>24.00</b>

# Permits and Inspections

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$978,777	\$1,005,970	\$1,009,150	\$1,038,050	3.19%	2.86%
Benefits	683,895	319,240	319,840	333,220	4.38%	4.18%
Operating	11,269	23,530	23,530	19,950	-15.21%	-15.21%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$1,673,941</b>	<b>\$1,348,740</b>	<b>\$1,352,520</b>	<b>\$1,391,220</b>	<b>3.15%</b>	<b>2.86%</b>
<b>Employees FTE</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>22.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**R. Scott Moser, Deputy Director (410) 386-2248**  
**Heidi K. Pepin, Senior Budget Analyst (410) 386-2082**  
<http://ccgovernments.carr.org/ccg/permits/>

## 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 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 permits applications were processed on the first day and 99% were processed within ten days.

Inspections	2011	2012	2013	2014
Building	12,903	14,378	15,185	15,151
Electrical	10,017	10,807	10,838	12,116
Plumbing/Site	10,376	10,799	11,431	12,296
<b>Total</b>	<b>33,296</b>	<b>35,984</b>	<b>37,454</b>	<b>39,563</b>

## Budget Changes

- A 2.5% salary increase is included in FY 16.
- Benefits increase due to OPEB allocations.
- Operating decreases for the one-time purchase of code books in FY 15.

## Positions

Title	Type	FTE
<i>Building Inspector</i>	Full-time	2.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Chief Building Inspector</i>	Full-time	1.00
<i>Chief Electrical Inspector</i>	Full-time	1.00
<i>Chief Plumbing Inspector</i>	Full-time	1.00
<i>Deputy Code Official</i>	Full-time	1.00
<i>Electrical Inspector</i>	Full-time	2.00
<i>Minimum Livability Code-</i>	Full-time	1.00
<i>Office Manager</i>	Full-time	1.00
<i>Plans Examiner</i>	Full-time	1.00
<i>Plans/Permits Processors</i>	Full-time	7.00
<i>Plumbing Inspector</i>	Full-time	3.00
<b>Total</b>		<b>22.00</b>

# Roads Operations

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
<b>Personnel</b>	\$3,582,508	\$3,887,230	\$3,878,285	\$3,975,160	2.26%	2.50%
<b>Benefits</b>	2,934,521	1,341,400	1,340,140	1,367,980	1.98%	2.08%
<b>Operating</b>	1,974,752	2,232,310	2,232,310	2,287,805	2.49%	2.49%
<b>Capital</b>	4,896	5,250	5,250	11,175	112.86%	112.86%
<b>Total</b>	\$8,496,676	\$7,466,190	\$7,455,985	\$7,642,120	2.36%	2.50%
<b>Employees FTE</b>	105.90	105.90	105.90	105.90	-----	-----

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jeffrey Topper, Deputy Director (410) 386-2157**  
**Heidi K. Pepin, Senior Budget Analyst (410) 386-2082**  
<http://ccgoverment.carr.org/ccg/roads/>

## 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 970 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 15 Original to Adjusted is due to employee turnover.
- A 2.5% salary increase is included in FY 16.
- Capital increases for the one-time purchase of a flatbed trailer.

## Positions

Title	Type	FTE
<i>Area Roads Chief</i>	Full-time	5.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Equipment Mechanic/Tool Room</i>	Full-time	1.00
<i>Foreman, Bridge Crew</i>	Full-time	1.00
<i>Foreman, Roads</i>	Full-time	7.00
<i>Foreman, Surface Crew</i>	Full-time	1.00
<i>Foreman, Traffic Control</i>	Full-time	1.00
<i>Mower Operator</i>	Contractual	2.00
<i>Office Associate</i>	Full-time	3.00
<i>Office Associate</i>	Part-time	0.50
<i>Office Manager</i>	Full-time	1.00
<i>Paver Operator</i>	Full-time	1.00
<i>Public Works Inspector</i>	Full-time	2.00
<i>Road Equipment Operator</i>	Full-time	65.00
<i>Road Maintenance Worker</i>	Full-time	12.00
<i>Roads Administrative Supervisor</i>	Full-time	1.00
<i>Technician</i>	Contractual	0.40
<i>Tree Trimming Inspector</i>	Full-time	1.00
<b>Total</b>		<b>105.90</b>

# Storm Emergencies

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$624,837	\$448,100	\$448,100	\$459,100	2.45%	2.45%
Benefits	741	0	0	0	0.00%	0.00%
Operating	1,981,398	1,446,050	1,446,050	1,783,920	23.37%	23.37%
Capital	20,987	10,850	10,850	1,150	-89.40%	-89.40%
<b>Total</b>	<b>\$2,627,964</b>	<b>\$1,905,000</b>	<b>\$1,905,000</b>	<b>\$2,244,170</b>	<b>17.80%</b>	<b>17.80%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Jeffrey Topper, Deputy Director (410) 386-2157  
 Heidi K. Pepin, Senior Budget Analyst (410) 386-2082  
<http://ccgoverment.carr.org/ccg/roads/>

## Mission

To provide effective responses to emergencies that involve 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
- Vehicles accidents
- Other hazards

There are no regular hours for employees charged to this budget. The personnel expenses are for overtime hours logged by Roads Operations and other County employees who have responded to snow or other emergency situations.

For snow removal operations, there are 63 snow plow routes. Forty-nine of these routes are covered by County owned equipment while the other 14 routes are contracted.

## Budget Changes

- Operating increases primarily for an anticipated increase in salt prices. The Commissioners also provided one-time funding of \$200,000 for salt replenishment.
- Capital decreases due to the purchase of a salt brine storage tank in FY15.



# Traffic Control

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	304,531	331,850	331,850	333,020	0.35%	0.35%
Capital	0	0	0	1,400	100.00%	100.00%
<b>Total</b>	<b>\$304,531</b>	<b>\$331,850</b>	<b>\$331,850</b>	<b>\$334,420</b>	<b>0.77%</b>	<b>0.77%</b>
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 Topper, Deputy Director (410) 386-2157  
 Heidi K. Pepin, Senior Budget Analyst (410) 386-2082  
<http://ccgoverment.carr.org/ccg/roads/>

## 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

Traffic Control works in conjunction with the Bureau of Roads Operations and is responsible for using their 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 increases due to the replacement purchase of a post driver.

*Citizens Services Appropriations*

# Citizen Services Summary

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Citizen Services Administration	\$304,073	\$355,860	\$358,320	\$392,920	10.41%	9.66%
Aging and Disabilities	1,339,200	1,063,640	1,059,960	1,088,050	2.29%	2.65%
Recovery Support Services	954,985	970,000	825,000	825,000	-14.95%	0.00%
<b>Total Citizen Services</b>	<b>\$2,598,258</b>	<b>\$2,389,500</b>	<b>\$2,243,280</b>	<b>\$2,305,970</b>	<b>-3.50%</b>	<b>2.79%</b>

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Access Carroll	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	0.00%
Carroll County Arc	234,340	237,860	237,860	237,860	0.00%	0.00%
CHANGE, Inc.	234,340	237,860	237,860	237,860	0.00%	0.00%
Family and Children's Services DV	73,150	74,250	74,250	134,250	80.81%	80.81%
Family and Children's Services SATC	202,100	205,130	205,130	205,130	0.00%	0.00%
Flying Colors of Success	36,000	36,540	36,540	38,370	5.01%	5.01%
Human Services Program	862,660	808,340	808,340	1,124,610	39.13%	39.13%
Mosaic Community Services	102,910	104,450	104,450	104,450	0.00%	0.00%
Rape Crisis Intervention	85,240	86,520	86,520	90,850	5.00%	5.00%
Target Community and Ed. Services	234,340	237,860	237,860	237,860	0.00%	0.00%
Youth Service Bureau	625,820	635,210	635,210	654,270	3.00%	3.00%
<b>Total Citizen Services - Non-Profits</b>	<b>\$2,710,900</b>	<b>\$2,684,020</b>	<b>\$2,684,020</b>	<b>\$3,085,510</b>	<b>14.96%</b>	<b>14.96%</b>

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Health Department	\$3,152,780	\$3,152,760	\$3,152,760	\$3,215,710	2.00%	2.00%
Social Services	45,000	55,000	55,000	20,000	-63.64%	-63.64%
<b>Total Citizen Services - State</b>	<b>\$3,197,780</b>	<b>\$3,207,760</b>	<b>\$3,207,760</b>	<b>\$3,235,710</b>	<b>0.87%</b>	<b>0.87%</b>

<b>Total Citizen Services</b>	<b>\$8,506,937</b>	<b>\$8,281,280</b>	<b>\$8,135,060</b>	<b>\$8,627,190</b>	<b>12.33%</b>	<b>18.62%</b>
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# **Citizen Services**

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# Citizen Services Summary

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	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Citizen Services Administration	\$304,073	\$355,860	\$358,320	\$392,920	10.41%	9.66%
Aging and Disabilities	1,339,200	1,063,640	1,059,960	1,088,050	2.29%	2.65%
Recovery Support Services	954,985	970,000	825,000	825,000	-14.95%	0.00%
<b>Total Citizen Services</b>	<b>\$2,598,258</b>	<b>\$2,389,500</b>	<b>\$2,243,280</b>	<b>\$2,305,970</b>	<b>-3.50%</b>	<b>2.79%</b>

## 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 12	FY 13	FY 14
Meals served	33,606	34,357	33,055
Older Adults Registered at Senior Community Centers	5,040	5,227	5,338
Income Tax Forms prepared by AARP at Bureau	1,310	1,288	1,085

## Budget Changes

- The decrease from FY 15 Original to Adjusted is due to the current vendor contract for Recovery Support Services.
- A 2.5% salary increase is included in FY 16.
- Aging increases due to classes offered at the Senior Centers. These expenses will be offset by fees for the classes.

# Citizen Services Administration

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$190,690	\$264,030	\$266,230	\$272,870	3.35%	2.49%
Benefits	105,110	79,720	79,980	81,840	2.66%	2.33%
Operating	8,272	12,110	12,110	38,210	215.52%	215.52%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$304,073</b>	<b>\$355,860</b>	<b>\$358,320</b>	<b>\$392,920</b>	<b>10.41%</b>	<b>9.66%</b>
<b>Employees FTE</b>	<b>3.50</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Madeline M. Morey, Director (410) 386-3610**  
**Robin Hooper, Management and Budget Project**  
**Coordinator (410) 386-2082**  
<http://ccggovernment.carr.org/ccg/citserv/default.asp>

## Mission and Goals

To provide individuals and families with the 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
- Carroll Transit System
- 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
- ARC of 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

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to a salary adjustment.
- A 2.5% salary increase is included in FY 16.
- Operating increases due to an increase in parking fees, marketing supplies, and transportation tickets for veteran services. The transportation tickets were previously included in the Social Services budget.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Community Service Point</i>	Full-time	1.00
<i>Deputy Director</i>	Full-time	0.60
<i>Director</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	0.40
<i>Veteran Services Assistant</i>	Contractual	1.00
<b>Total</b>		<b>5.00</b>

# Aging and Disabilities

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$668,360	\$694,430	\$690,980	\$709,290	2.14%	2.65%
Benefits	514,751	252,280	252,050	235,220	-6.76%	-6.68%
Operating	153,291	106,430	106,430	133,040	25.00%	25.00%
Capital	2,798	10,500	10,500	10,500	0.00%	0.00%
<b>Total</b>	<b>\$1,339,200</b>	<b>\$1,063,640</b>	<b>\$1,059,960</b>	<b>\$1,088,050</b>	<b>2.29%</b>	<b>2.65%</b>
Employees FTE	19.00	19.00	19.00	19.00	-----	-----

Note: FY 14 actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Madeline M. Morey, Director (410) 386-3800**  
**Robin Hooper, Management and Budget Project**  
**Coordinator (410) 386-2082**  
<http://ccggovernment.carr.org/ccg/aging/default.asp>

## 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, 5,338 older adults are registered.
- In FY 14, 2,495 individual classes were run in the center. There were 4,013 older adults who took advantage of these classes.

## Budget Changes

- The decrease from FY 15 Original to Adjusted is due to employee turnover.
- A 2.5% salary increase is included in FY 16.
- Operating increases due to classes offered at the senior centers. These expenses are offset by fees for the classes.

## Positions

Title	Type	FTE
<i>Asst Senior Center Manager</i>	Full-time	5.00
<i>Community Service Supervisor</i>	Full-time	1.00
<i>Custodial Services Supervisor</i>	Full-time	5.00
<i>Fiscal Supervisor</i>	Full-time	1.00
<i>Information and Asst Supervisor</i>	Full-time	1.00
<i>Project Coordinator</i>	Full-time	1.00
<i>Senior Center Managers</i>	Full-time	5.00
<b>Total</b>		<b>19.00</b>

# Recovery Support Services

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	0	0	0	0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	948,111	970,000	825,000	825,000	-14.95%	0.00%
Capital	6,874	0	0	0	0.00%	0.00%
<b>Total</b>	<b>954,985</b>	<b>970,000</b>	<b>825,000</b>	<b>825,000</b>	<b>-14.95%</b>	<b>0.00%</b>
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

**Madeline M. Morey, Director of Citizen Services**  
**(410) 386-3610**  
**Robin Hooper, Management and Budget Project**  
**Coordinator (410) 386-2082**

## 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 from which they will be able to choose the services and support that addresses 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

- The decrease from FY 15 Original to the Adjusted is due to the current vendor contract.
- FY 16 is flat for the second year of the two-year contract.



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## **Citizen Services – Non-Profits**

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# Citizen Services - Non-Profits Summary

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	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Access Carroll	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	0.00%
Carroll County Arc	234,340	237,860	237,860	237,860	0.00%	0.00%
CHANGE, Inc.	234,340	237,860	237,860	237,860	0.00%	0.00%
Family and Children's Services DV	73,150	74,250	74,250	134,250	80.81%	80.81%
Family and Children's Services SATC	202,100	205,130	205,130	205,130	0.00%	0.00%
Flying Colors of Success	36,000	36,540	36,540	38,370	5.01%	5.01%
Human Services Program	862,660	808,340	808,340	1,124,610	39.13%	39.13%
Mosaic Community Services	102,910	104,450	104,450	104,450	0.00%	0.00%
Rape Crisis Intervention	85,240	86,520	86,520	90,850	5.00%	5.00%
Target Community and Ed. Services	234,340	237,860	237,860	237,860	0.00%	0.00%
Youth Service Bureau	625,820	635,210	635,210	654,270	3.00%	3.00%
<b>Total Citizen Services - Non-Profits</b>	<b>\$2,710,900</b>	<b>\$2,684,020</b>	<b>\$2,684,020</b>	<b>\$3,085,510</b>	<b>14.96%</b>	<b>14.96%</b>

## Mission and Goals

Citizen Services Non-Profit 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
- Reduce 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

- FY 16 funding for Human Services Program, increase due to cost associated with the operations of shelters services.
- One-time funding of \$60,000 is included in Family and Children's Services Domestic Violence for shelter service.

# Access Carroll

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
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**

**Christian Roop, Budget Analyst (410) 386-2082**

<http://www.accesscarroll.org/>

- In FY 14, over \$6,174,136 of chronic disease medications were acquired for patients at no cost through the Patient Assistance Programs (PAPs).

## Mission and Goals

To improve pathways to primary health care for uninsured, low-income residents of Carroll County.

### Goals include:

- To increase the number of pro bono or discount providers
- To increase the number of people receiving coordinated health care

## 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 that 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 2013, the on-site services of family dental care were included. In addition to primary health care, services also include:

- Medication Assistance
- Laboratory Testing
- Radiology Testing
- Referrals to Specialists

In addition to the direct contribution of \$20,000, the County provides Access Carroll with \$220,000 of in-kind services through building space at the Citizen Services Distillery Building.

## Program Highlights

- Access Carroll serviced 8,256 individual patients, including 844 new ones in FY 14.
- Access Carroll utilizes the services of over 256 volunteers, which provided 12,389 hours of professional and clinical services in FY 14.

# The Arc Carroll County

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	234,340	237,860	237,860	237,860	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$234,340</b>	<b>\$237,860</b>	<b>\$237,860</b>	<b>\$237,860</b>	<b>0.00%</b>	<b>0.00%</b>
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

Christian Roop, Budget Analyst (410) 386-2082

<http://www.arccarroll.com>

## Mission and Goals

To support the efforts of people with cognitive and related 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 that 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 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 14:

- Employment services were provided to 137 individuals.
- Individual and family support services were provided to 76 clients.
- Residential services were provided to 28 clients.

## Budget Changes

This budget is held flat from FY 15.

# CHANGE, Inc.

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	234,340	237,860	237,860	237,860	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$234,340</b>	<b>\$237,860</b>	<b>\$237,860</b>	<b>\$237,860</b>	<b>0.00%</b>	<b>0.00%</b>
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

**Richard Glaser, Executive Director (410) 876-2179**

**Christian Roop, Budget Analyst (410) 386-2082**

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

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

## Mission and Goals

To promote the dignity, self-reliance, productivity and community membership for people with intellectual disabilities through the caring and flexible provision of habilitation, vocational, and support services, which are designed with and implemented for each individual.

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.

### Goals include:

- Provide day habilitation, transitional, and vocational services for 130 individuals
- Provide support services for 70 adults and children
- Provide respite services for 70 adults and children at the Respite Inn

In addition to the direct contribution of \$220,500, the County provides Change, Inc. with \$136,000 of in-kind services at the Robert Moton Building.

## Program Highlights

- In FY 14, 230 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.

## Description

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

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

## Budget Changes

This budget is held flat from FY 15.

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 supported employment, a sheltered workshop environment, and supported employment opportunities for 60 individuals.

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

# Family and Children's Services Domestic Violence

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	73,150	74,250	74,250	134,250	80.81%	80.81%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$73,150</b>	<b>\$74,250</b>	<b>\$74,250</b>	<b>\$134,250</b>	<b>80.81%</b>	<b>80.81%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

**Katie Cashman, Director of Carroll County Programs**

**(410) 876-1233**

**Christian Roop, Budget Analyst (410) 386-2082**

<http://www.fcsmd.org>

## Mission and Goals

To foster safety, autonomy, and resiliency in families through the provision of services and therapeutic modalities tailored to the needs of victims, their children, and their abusive partners.

### Goals include:

- Create emotional and physical safety for current victims of domestic violence in Carroll County
- Eradicate abuse toward children in Carroll County
- Assist children, adolescents, teens, and adults to maintain healthy relationships

## Description

In Carroll County, the Domestic Violence Program (DVP) of Family and Children's Services (FCS) of Central Maryland are located at 22 North Court Street, Westminster, MD. FCS is a private, non-profit, non-sectarian social services agency that provides specialized programs to troubled or vulnerable families and individuals so they can improve their quality of life. The emphasis of DVP is on establishing safety from violence for victims and their children, and the prevention of future episodes of violence through work with offenders. 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.
- 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.

## Program Highlights

- In FY 14, the Safe House and the alternative shelter settings provided 24-hour-a-day crisis counseling to 31 adults and 35 children for a total of 2,283 bed nights.
- Court-based assistance, crisis intervention, and counseling services were provided to 954 victims and their children, which included over 3,659 counseling sessions.
- FCS has played an important and ongoing role in establishing the Lethality Assessment Program (LAP), a screening tool used by all law enforcement agencies in the County. Fully implemented as of October 2009, the 11-question screening tool allows first responders to better assess victims' needs for early intervention and connect them with immediate help.

## Budget Changes

- One-time funding of \$60,000 is included in FY 16 for the Domestic Violence Safe House shelter.
- This budget is held flat from FY 15.

# Family and Children's Services Sexual Abuse Treatment

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	202,100	205,130	205,130	205,130	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$202,100</b>	<b>\$205,130</b>	<b>\$205,130</b>	<b>\$205,130</b>	<b>0.00%</b>	<b>0.00%</b>
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

**Katie Cashman, Director of Carroll County Programs**

**(410) 876-1233**

**Christian Roop, Budget Analyst (410) 386-2082**

## Mission and Goals

Family and Children's Services of Central Maryland is a private, non-profit, non-sectarian social services agency that provides services to any victim of childhood sexual and physical abuse and neglect that lives or works in Carroll County or in the immediate surrounding area.

### Goals include:

- Provide a sense of safety and stability to adult and child survivors of sexual abuse/assault and their families
- Prevent new cases of sexual abuse and assault
- Utilize a coordinated community response model to address sexual abuse treatment and prevention

## Description

In Carroll County, the Sexual Abuse Treatment Center (SATC) of Family and Children's Services (FCS) of Central Maryland are located at 22 North Court Street, Westminster, MD. FCS is a private, non-profit, non-sectarian social services agency that provides specialized programs to troubled or vulnerable families and individuals so they can improve their quality of life. The organization has been providing services to clients in Carroll County since 1985. Services provided include:

- Individual psychotherapy and play therapy
- Crisis intervention services to children and families
- Individual psychotherapy for adult survivors of child sexual abuse
- Marriage/couples counseling
- Parent/child counseling
- Family therapy
- Group therapy
- Sexual abuse education groups
- Community education and professional education presentations and training

The SATC is a trauma-based program that immediately assesses the safety of the child to prevent re-victimization and engages the parents as agents in providing safety. Staffs are either licensed social workers or licensed professional counselors. All victims are seen in individual therapy, and a treatment plan is then developed after the initial assessment has been completed.

The abuse treatment programs use a combination of expressive therapies and trauma focused cognitive behavior therapy (TFCBT) to treat child victims and their non-offending parents.

The SATC also works with other community agencies involved in the child's life, including the State's Attorney Office, the Department of Social Service, the Department of Juvenile Services, Rape Crisis Intervention Services, the Carroll County Advocacy and Investigation Center, and Carroll County Public Schools.

## Program Highlights

In FY 14:

- 2,210 counseling sessions were provided to 112 victims.
- SATC served 33 non-offending parents and other family members of victims.

## Budget Changes

This budget is held flat from FY 15.

# Flying Colors of Success

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	36,000	36,540	36,540	38,370	5.01%	5.01%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$36,000</b>	<b>\$36,540</b>	<b>\$36,540</b>	<b>\$38,370</b>	<b>5.01%</b>	<b>5.01%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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  
 Christian Roop, Budget Analyst (410) 386-2082  
<http://www.flyingcolorsofsuccess.org/>

## Budget Changes

A 5% increase is included for FY 16.

## 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 choose traditional day program services
- Develop handicap accessible housing, and serve as a model for other organizations and citizens needing same
- Providing a handicap respite resource
- Provide advocacy/support to students with intellectual disabilities transitioning from Carroll County Public Schools

## Description

Flying Colors of Success (FCS) was founded by the Kennedy Krieger Institute in 1991 and established as a private non-profit organization. FCS administrative offices are located at 88 East Main Street, Westminster MD. FCS 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 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 14, FCS provided Residential services for 28 individuals and Day services to 5 for a total of 33 individuals served.



# Human Services Programs

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	862,660	808,340	808,340	1,124,610	39.13%	39.13%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$862,660</b>	<b>\$808,340</b>	<b>\$808,340</b>	<b>\$1,124,610</b>	<b>39.13%</b>	<b>39.13%</b>
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

Cindy Parr, Director (410) 386-6620  
 Christian Roop, Budget Analyst (410) 386-2082  
<http://www.hspinc.org/>

Constituents Served:

	Clients	Households
FY 11	8,860	3,704
FY 12	9,499	5,002
FY 13	12,274	4,952
FY 14	12,534	5,277

## 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 main 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. HSP 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 services countywide 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

In addition to the direct contribution of \$749,330, the County provides Human Service Programs with \$561,000 of estimated in-kind services through building space at the Citizen Services Distillery Building and \$172,000 for the space provided for Safe Haven.

## Program Highlights

In FY 14:

- 72 adults and 47 children were housed in the Women's Shelter.
- 212 adults were served at the Cold Weather Shelter.
- 30 households avoided an impending eviction as a result of assistance received through the Homeless Prevention Program (HPP).
- 2,732 households needed assistance with energy and emergency services.
- 98 clients were served through Opportunity WORKS at Second Chances.
- Safe Haven served 52 individuals; 35 men and 17 women.

## Budget Changes

FY 16 funding for Human Services Program increases due to costs associated with the operations of shelters services.

# Mosaic Community Services, Inc.

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	102,910	104,450	104,450	104,450	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$102,910</b>	<b>\$104,450</b>	<b>\$104,450</b>	<b>\$104,450</b>	<b>0.00%</b>	<b>0.00%</b>
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) 747-4492

Christian Roop, 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 facility-based Psychiatric Rehabilitation services for up to 100 Carroll County adults with severe mental illness at any one time
- 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 that began operating Granite House at 288 E. Green Street, Westminster, MD in July of 2008. 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 that uses evidence-based technologies to help as many as 60 disabled individuals become employed.

## Budget Changes

This budget is held flat from FY 15.

# Rape Crisis Intervention Service

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	85,240	86,520	86,520	90,850	5.00%	5.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$85,240</b>	<b>\$86,520</b>	<b>\$86,520</b>	<b>\$90,850</b>	<b>5.00%</b>	<b>5.00%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Janice Kispert, Director (410) 857-0900  
 Christian Roop, Budget Analyst (410) 386-2082  
<http://www.rapecrisiscc.org>

In addition to the direct contribution of \$80,200, the County provides RCIS with \$32,000 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

A comparison of services provided in FY 13 and FY 14 are as follows:

Services	FY 13	FY 14
<b>Telephone</b>		
Hotline/Crisis Calls	301	334
Counseling/Follow-up	192	106
<b>Therapy</b>		
Individual Sessions	367	199
Walk-in Crisis	112	123

## 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 the 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 for FY 16.

# Target Community and Educational Services

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	234,340	237,860	237,860	237,860	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$234,340</b>	<b>\$237,860</b>	<b>\$237,860</b>	<b>\$237,860</b>	<b>0.00%</b>	<b>0.00%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Thomas Zirpoli, Director (410) 848-9090  
 Christian Roop, 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 units are houses owned by Target and occupied by no more than three developmentally disabled adults and the direct care of staff
- Supervision, support, and direct care to clients who choose to live with their family or in their own home
- Assisting 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 the founder of Westminster, MD, William Winchester. 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 12 through FY 14:

Type of Service	FY 12	FY 13	FY 14
Alternative Living Services	12	21	21
Family Support Services	13	18	18
Autism Program	21	23	26
Supportive Employment	27	27	29
Rehabilitative Services	74	86	45
Post-Secondary	30	18	13
Day Program	19	20	20
<b>Totals</b>	<b>196</b>	<b>213</b>	<b>172</b>

## Budget Changes

This budget is held flat from FY 15.

# Youth Service Bureau

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	625,820	635,210	635,210	654,270	3.00%	3.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$625,820</b>	<b>\$635,210</b>	<b>\$635,210</b>	<b>\$654,270</b>	<b>3.00%</b>	<b>3.00%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Lynn Davis, Director (410) 848-2500  
 Christian Roop, Budget Analyst (410) 386-2082  
<http://www.ccysb.org/>

## Mission and Goals

To provide a community-based, comprehensive mental health and substance abuse clinic for children, adults and families in Carroll County with a strong focus on prevention through early intervention and education. The Carroll County Youth Service Bureau (CCYSB) serves people with a variety of behavioral and emotional illness, including at-risk children and adolescents, severely emotionally disturbed children, adolescents, and the chronically mentally ill. The CCYSB is dedicated to excellence in service, innovation in programing, 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

Since October 2009, the CCYSB has operated from its new building on donated County property at 59 Kate Wagner Road. Westminster. 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:

- Violence Assessment Program
- Mobile Treatment Program
- 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

## Program Highlights

In FY 14 CCYSB:

- Served 3,241 clients
- Served 54 individuals in Assertive Community Treatment
- 32 new families were served in Safe and Stable Family Preservation
- Brief Strategic Family Therapy served 57 at-risk families

## Budget Changes

A 3% increase is included for FY 16.

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## **Citizen Services - State**

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# Citizen Services - State Summary

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	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Health Department	\$3,152,780	\$3,152,760	\$3,152,760	\$3,215,710	2.00%	2.00%
Social Services	45,000	55,000	55,000	20,000	-63.64%	-63.64%
<b>Total Citizen Services - State</b>	<b>\$3,197,780</b>	<b>\$3,207,760</b>	<b>\$3,207,760</b>	<b>\$3,235,710</b>	<b>0.87%</b>	<b>0.87%</b>

## 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.

### Budget Changes

- Social Services decreases due to one-time funding in FY 15 for the Veterans Transportation Shuttle.
- Funding for the Health Department includes a 2% increase in FY 16.

# Health Department

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$5,020	\$5,000	\$5,000	\$5,000	0.00%	0.00%
Benefits	384	384	384	384	0.00%	0.00%
Operating	3,147,376	3,147,376	3,147,376	3,210,326	2.00%	2.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$3,152,780</b>	<b>\$3,152,760</b>	<b>\$3,152,760</b>	<b>\$3,215,710</b>	<b>2.00%</b>	<b>2.00%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Henry G. Taylor, Acting Health Director (410) 857-5000

Christian Roop, Budget Analyst (410) 386-2082

<http://www.carrollhealthdepartment.dhmm.md.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

County funding is estimated to represent approximately 21% of the total Health Department budget. State and Federal funding represents close to 65% of the budget and the remaining 14% is obtained through private grants and collection 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 2% increase is included in FY 16.



# Social Services

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	45,000	55,000	55,000	20,000	-63.64%	-63.64%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$45,000</b>	<b>\$55,000</b>	<b>\$55,000</b>	<b>\$20,000</b>	<b>-63.64%</b>	<b>-63.64%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

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.

## Contact

Frank Valenti, Director (410) 386-3339

Christian Roop, Budget Analyst (410) 386-2082

<http://www.dhr.state.md.us/county/carroll/index.php>

## 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

## 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 then recommends ways to address those problems. The current location in Carroll County is at 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:

- Children Protective Services
- Foster Care and Adoption
- Adult Protective Services
- Child Support Enforcement and Collection Services

DSS has evolved from an agency that provides long-term financial assistance to families to a “workforce support” agency. They have programs and partnerships to assist families to become self-sufficient:

- 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

## Program Highlights

- In FY 14, the Children Support Division established 202 paternity orders and 41 new court orders.
- Child Protective Services unit received 1,288 case referrals.

## Budget Changes

Operating decreases due to one-time funding in FY 15 for the Veterans Transportation Shuttle.

*Culture and Recreation Appropriations*

# Culture and Recreation Summary

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	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Recreation and Parks Administration	\$386,189	\$340,320	\$328,800	\$331,250	-2.67%	0.75%
Hashawha	919,416	789,390	779,410	738,120	-6.49%	-5.30%
Piney Run	534,468	605,160	613,420	501,780	-17.08%	-18.20%
Recreation	443,160	398,090	460,360	488,060	22.60%	6.02%
Sports Complex	221,980	207,800	206,190	206,800	-0.48%	0.30%
<b>Total Recreation and Parks</b>	<b>\$2,505,212</b>	<b>\$2,340,760</b>	<b>\$2,388,180</b>	<b>\$2,266,010</b>	<b>-3.19%</b>	<b>-5.12%</b>

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Historical Society of Carroll County	\$60,000	\$60,000	\$60,000	\$60,000	0.00%	0.00%
Homestead Museum	20,000	20,000	20,000	20,000	0.00%	0.00%
<b>Recreation Other</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>0.00%</b>	<b>0.00%</b>

<b>Total Culture and Recreation</b>	<b>\$2,585,212</b>	<b>\$2,420,760</b>	<b>\$2,468,180</b>	<b>\$2,346,010</b>	<b>-3.09%</b>	<b>-4.95%</b>
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# **Recreation and Parks**

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# Recreation and Parks Summary

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Recreation and Parks Administration	\$386,189	\$340,320	\$328,800	\$331,250	-2.67%	0.75%
Hashawha	919,416	789,390	779,410	738,120	-6.49%	-5.30%
Piney Run	534,468	605,160	613,420	501,780	-17.08%	-18.20%
Recreation	443,160	398,090	460,360	488,060	22.60%	6.02%
Sports Complex	221,980	207,800	206,190	206,800	-0.48%	0.30%
<b>Total Recreation and Parks</b>	<b>\$2,505,212</b>	<b>\$2,340,760</b>	<b>\$2,388,180</b>	<b>\$2,266,010</b>	<b>-3.19%</b>	<b>-5.12%</b>

## 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 a well-trained staff that always treats 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 facilitate their participation
- Develop alternative funding sources to supplement the County's Community Investment Program and taxpayer funded capital budgets
- Provide residents of Carroll with benefits from health and wellness related programming
- Increase inventory of recreation and park facilities to help meet both 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 14, Recreation and Parks volunteers donated 765,129 hours of service. In addition, volunteer recreation councils raised and spent \$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.
- The County is developing new park locations in Westminster, Hampstead and Woodbine. Funding for the Westminster Veterans Memorial Park is in the Community Investment Plan and will largely rely on the State's Program Open Space funding.
- Historical signage was introduced at Bennett Cerf and Landon C. Burns Parks, with additional signage planned for Double Pipe Creek Park, as part of the County Commissioner's "Celebrating America" initiative.
- In FY 14 the Farm Museum was moved out of Recreation and Parks.

	FY 11	FY 12	FY 13	FY 14*
<b>Attendance</b>	279,513	244,719	260,826	198,367
<b>Revenues</b>	\$1,579,141	\$1,604,467	\$1,753,727	\$1,054,138
<b>Revenue Per Person</b>	\$5.65	\$6.56	\$6.72	\$5.31

\*In FY 14, the Board of Commissioners moved the Farm Museum to Tourism under Economic Development.

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to one-time funding of a generator for Hashawha.
- Recreation and Parks Administration decreases primarily due to departmental reorganization.
- Hashawha's budget decreases and Recreation's budget increases primarily due to the transfer of a position.
- Piney Run's budget decreases due to one-time funding in FY 15 to address additional grass mowing and for control of hydrilla in the lake, a non-native invasive aquatic plant species.

# Recreation and Parks Administration

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$240,522	\$248,910	\$238,210	\$244,170	-1.90%	2.50%
Benefits	128,851	69,090	68,270	69,500	0.59%	1.80%
Operating	16,816	22,320	22,320	17,580	-21.24%	-21.24%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$386,189</b>	<b>\$340,320</b>	<b>\$328,800</b>	<b>\$331,250</b>	<b>-2.67%</b>	<b>0.75%</b>
<b>Employees FTE</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Jeff Degitz, Director (410) 386-2103

Lynn Karr, Budget Analyst (410) 386-2082

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

- In FY 14, use of Recreation and Parks' website increased by 19%, to 117,880 visits.
- Approximately 1,830,000 people attended programs, activities or visited parks in FY 14.

## Mission and Goals

To provide quality recreation opportunities for the citizens of Carroll County by encouraging appreciation of the natural environment, offering opportunities to improve quality of life and by promoting and providing a diverse local park system for residents to enjoy.

### Goals include:

- Serve the citizens by providing a broad spectrum of leisure opportunities
- Provide more 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

- The decrease from FY 15 Original to Adjusted is due to departmental reorganization.
- A 2.5% salary increase is included in FY 16.
- Operating decreases due to printing of the Recreation and Parks brochure in FY 15.

## Positions

Title	Type	FTE
<i>Administrator</i>	Full-time	1.00
<i>Bureau Chief of Parks</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
<i>Park Development Manager</i>	Full-time	1.00
<b>Total</b>		<b>4.00</b>

## Description

Recreation and Parks Administration operates under the Department of Administrative Services and 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. Recreation schedules park and facilities reservations and sponsors special events throughout the County, such as Concerts in the Park.

## Program Highlights

- Volunteers contributed 765,129 hours of service in FY 14.
- Over 60 special events, such as tournaments, festivals and other activities, were held in FY 14, attracting out-of-County residents and positive economic impact for Carroll.

# Hashawha

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$347,956	\$370,460	\$312,830	\$320,630	-13.45%	2.49%
Benefits	271,158	125,060	120,710	111,020	-11.23%	-8.03%
Operating	290,352	290,670	290,670	303,270	4.33%	4.33%
Capital	9,949	3,200	55,200	3,200	0.00%	-94.20%
<b>Total</b>	<b>\$919,416</b>	<b>\$789,390</b>	<b>\$779,410</b>	<b>\$738,120</b>	<b>-6.49%</b>	<b>-5.30%</b>
Employees FTE	10.82	10.82	9.82	9.82	-----	-----

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Jeff Degitz, Director (410) 386-2103

Lynn Karr, Budget Analyst (410) 386-2082

<http://ccgovernments.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 a more 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: Camp Hashawha 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 5 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.

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 on 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 5 miles of

hiking/biking trails, a wetland area, pavilions and a tent camping area are available for public use.

## Program Highlights

- In FY 14, there were 46,904 visitors to Hashawha/Bear Branch Nature Center, and 613 volunteers donated 2,267 service hours.
- Bear Branch Nature Center hosted several special events in FY 14, including Monarch Madness Festival in September and Hashawha's Maple Sugarin' Festival in March.

## Budget Changes

- The decrease from FY 15 Original to Adjusted is due to the transfer of a position.
- Capital increases from FY 15 Original to Adjusted due to a replacement generator.
- A 2.5% salary increase is included in FY 16.
- Operating increases due to a replacement pool cover, animal food and electric costs.

## Positions

Title	Type	FTE
<i>Camp Director</i>	Contractual	0.19
<i>Cook</i>	Full-time	2.00
<i>Cook Assistant</i>	Part-time	0.63
<i>Food Service Supervisor</i>	Full-time	1.00
<i>Maintenance Specialist</i>	Full-time	2.00
<i>Office Associate</i>	Full-time	1.00
<i>Paraprofessional</i>	Contractual	0.63
<i>Park Maintenance Supervisor</i>	Full-time	1.00
<i>Park Naturalist</i>	Full-time	1.00
<i>Service Maintenance</i>	Contractual	0.37
<b>Total</b>		<b>9.82</b>

# Piney Run

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$305,850	\$307,670	\$315,180	\$324,220	5.38%	2.87%
Benefits	138,034	69,330	70,080	72,030	3.89%	2.78%
Operating	81,436	218,660	218,660	96,030	-56.08%	-56.08%
Capital	9,148	9,500	9,500	9,500	0.00%	0.00%
<b>Total</b>	<b>\$534,468</b>	<b>\$605,160</b>	<b>\$613,420</b>	<b>\$501,780</b>	<b>-17.08%</b>	<b>-18.20%</b>
Employees FTE	16.34	16.34	16.34	16.34	-----	-----

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Jeff Degitz, Director (410) 386-2103

Lynn Karr, Budget Analyst (410) 386-2082

<http://ccgoverment.carr.org/ccg/recpark/pineyrun/>

- Upgraded the Nature Center front wall with a new stone facade.
- In FY 14, there were 76,082 visitors to Piney Run Park and 128 volunteers donated 3,119 service hours.

## 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 near Sykesville, 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 an additional 500 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

- Replaced pedestrian bridge on the Inlet Trail.
- Enhanced retaining walls by the new playground, added a new walkway and 2 benches around the playground, and created an ADA accessible sidewalk from the playground to the parking lot.

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to salary adjustments.
- A 2.5% salary increase is included in FY 16.
- Operating decreases due to one-time funding in FY 15 to address additional grass mowing and to control hydrilla, a non-native invasive aquatic plant species.

## Positions

Title	Type	FTE
<i>Canoe/Kayak Assistant</i>	Contractual	0.27
<i>Canoe/Kayak Instructor</i>	Contractual	0.27
<i>Junior Camp Counselor</i>	Contractual	0.98
<i>Maintenance Specialist</i>	Full-time	1.00
<i>Nature Camp Director</i>	Contractual	0.31
<i>Office Associate</i>	Full-time	1.00
<i>Park Assistant</i>	Contractual	6.82
<i>Park Maintenance Supervisor</i>	Full-time	1.00
<i>Park Naturalist</i>	Full-time	1.00
<i>Park Superintendent</i>	Full-time	1.00
<i>Senior Camp Counselor</i>	Contractual	0.56
<i>Service/Maintenance</i>	Contractual	2.13
<b>Total</b>		<b>16.34</b>



# Recreation

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$252,596	\$260,400	\$318,160	\$324,880	24.76%	2.11%
Benefits	115,688	59,800	64,310	80,420	34.48%	25.05%
Operating	74,876	77,890	77,890	82,760	6.25%	6.25%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$443,160</b>	<b>\$398,090</b>	<b>\$460,360</b>	<b>\$488,060</b>	<b>22.60%</b>	<b>6.02%</b>
Employees FTE	7.50	7.50	8.50	8.50	-----	-----

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Jeff Degitz, Director (410) 386-2103

Lynn Karr, Budget Analyst (410) 386-2082

<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:

- Provide quality support services to the County's volunteer recreation councils
- Supplement current recreation council program offerings with Alternative Recreation Program classes, increasing the number and variety of programs available to the public
- Explore and develop new sources of revenue to limit dependence on tax dollars

## 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 \$23,500 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 also supplements the offerings from the recreation councils through the Alternative Recreation Program. These programs provide additional recreational opportunities at school sites throughout the County.

## Program Highlights

- Baseball Pursuit in 2014 was Recreation and Park's 4<sup>th</sup> Annual Park Pursuit program.
- LaxMax tournament in June 2014 brought 150 lacrosse teams to the County.

- In FY 14, recreation council volunteers contributed over 750,000 hours of service and raised and spent over \$4.5M within the County in their efforts to provide programs and facilities to citizens.
- Recreation council programs registered over 48,000 participants with program attendance of over 1.6 million.
- Offered more special and larger events, such as: LaxMax lacrosse tournament with 166 teams, October Columbus Classic Soccer tournament, kick-off event for Healthy Lungs at Play signage at playgrounds, Park Pursuit program and first Bark-n-Howl at Bennett Cerf Dog Park.

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to the transfer of a position.
- A 2.5% salary increase is included in FY 16.
- Benefits increase due to Pension and OPEB allocations.
- Operating increases due to volunteer background checks.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	0.50
<i>Administrative Support</i>	Contractual	2.62
<i>Bureau Chief</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
<i>Paraprofessional</i>	Contractual	0.38
<i>Recreation Coordinator</i>	Full-time	3.00
<b>Total</b>		<b>8.50</b>

50% of an Administrative Office Associate position is charged to Community Recreation Programs.

# Sports Complex

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$93,365	\$99,800	\$98,280	\$101,370	1.57%	3.14%
Benefits	64,066	30,140	30,050	30,540	1.33%	1.63%
Operating	64,550	74,860	74,860	74,890	0.04%	0.04%
Capital	0	3,000	3,000	0	-100.00%	-100.00%
<b>Total</b>	\$221,980	\$207,800	\$206,190	\$206,800	-0.48%	0.30%
<b>Employees FTE</b>	2.70	2.70	2.70	2.70	-----	-----

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Jeff Degitz, Director (410) 386-2103

Lynn Karr, Budget Analyst (410) 386-2082

<http://ccgoverment.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) in Westminster, includes five softball fields, two multi-purposes fields, pavilions, a tot lot and a walking trail. Guests come to the Sports Complex every day of the week 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, Charles Carroll Recreation Council for youth baseball, softball and soccer, and the Baltimore Beltway Senior Softball League. 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 2014. These over-18 open women's fast-pitch tournaments are unique to the Sports Complex and draws teams from throughout the Mid-Atlantic region.
- The Sports Complex softball leagues are some of the largest in the state, and continually represent well in state and national co-ed tournaments.
- In 2014, the Sports Complex hosted a portion of a Men's Major softball tournament, drawing teams from around the United States.
- In FY 14, over 73,500 people attended activities, and programs were supported by 120 volunteers that contributed 2,880 hours.

## Budget Changes

- The decrease from FY 15 Original to Adjusted is due to turnover.
- A 2.5% salary increase is included in FY 16.
- Capital decreases due to the replacement of soccer goals in FY 15.

## Positions

Title	Type	FTE
<i>Maintenance Specialist</i>	Full-time	1.00
<i>Manager</i>	Full-time	1.00
<i>Service/Maintenance</i>	Contractual	0.70
<b>Total</b>		<b>2.70</b>

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## **Recreation Other**

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# Recreation Other Summary

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	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Historical Society of Carroll County	\$60,000	\$60,000	\$60,000	\$60,000	0.00%	0.00%
Homestead Museum	20,000	20,000	20,000	20,000	0.00%	0.00%
<b>Recreation Other</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>0.00%</b>	<b>0.00%</b>

## Mission and Goals

The 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 rural Carroll County history to visitors of all ages
- Restore and preserve all historic buildings, exhibits and artifacts

## Highlights, Changes and Useful Information

- The Historical Society and the Homestead have initiated various cost-cutting measures, including heavy reliance on volunteers.
- The Historical Society provides education through publications, presentations, tours, radio and televised programs, trips and through their website.
- The County provides for some maintenance of the buildings and grounds at the Homestead Museum in the 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 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	60,000	60,000	60,000	60,000	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>0.00%</b>	<b>0.00%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

**Gainor B. Davis, Ph.D., Executive Director (410) 848-6494**

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

<http://hsccmd.org/>

## Mission and Goals

The Historical Society of Carroll County (HSCC) is a non-profit, educational institution dedicated to preserving materials and interpreting the history of Carroll County. It endeavors to further public interest, knowledge, understanding and appreciation of Carroll County.

### Goals include:

- Educate various constituents on the history and legacy of the County
- Preserve and provide public access to Cockey's Tavern, Kimmey House and the Sherman-Fisher-Shellman House

## 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 and houses a changing exhibition gallery, research library and collections storage. The collection provides historical themes for public programming, including exhibitions, publications and lectures. Grant funds are used to meet general operating costs. The Carroll County Office of Tourism Visitor Information Center has been a tenant in the Kimmey House since 1984.

The Sherman-Fisher-Shellman House (c. 1807) features an architectural museum with a changing exhibition gallery and special events.

Cockey's Tavern (c.1820) has been renovated in order to expand public programming and provide space for collections storage, a gift shop and staff and volunteer offices.

The Society stores and curates more than 40,000 items in three permanent collections and continues to accept donated artifacts and documents of local original and significance.

## Program Highlights

- Hired a new Executive Director with extensive experience in the management/operation and advancement of historical societies.
- Celebrated HSCC's 75<sup>th</sup> anniversary, including a Gala at Antrim, with 280 attendees and net income of \$55K on November 14, 2014.
- Continued building renovations and repairs, including new roofs on all three buildings, a new more efficient boiler in the Kimmey House, as well as a new heating system in the research library and new flooring in the Visitor Center entranceway.
- Forged new and reciprocal partnerships with educational institutions, civic groups, business associations and local governments to expand outreach and leverage resources.
- Partnered with the City of Westminster to produce an exhibit for their 250<sup>th</sup> anniversary.
- Continued the HSCC membership campaign for business support. Business membership has tripled since 2010.
- Established additional gallery space in the recently renovated Cockey's Tavern.

# Homestead Museum

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
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%
<b>Total</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>0.00%</b>	<b>0.00%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

Lynn Karr, 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 15,000 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 a capital project for ongoing renovation to maintain the Homestead Buildings. In FY 16, the Bureau of Facilities budget includes \$29,700 for Union Mills and the capital project funding is \$60,000.

## Program Highlights

- The Homestead hired a new Director of Curatorial Affairs, Education and Development. Initial efforts focused on curatorial matters and improved site interpretation.
- Launched a new internship program with McDaniel College, providing unique educational opportunities to participating students. In this first year, the intern worked on a number of curatorial initiatives, including cataloguing artifacts in the Post Office.
- A videotaped tour of the House and Grist Mill provides a programming alternative for guests with disabilities who might not be able to walk through a tour. This project ensures compliance with the Americans with Disabilities Act.
- Curatorial improvements included restoration of a number of aging artifacts, improved storage of the photograph collection and updates to curatorial catalogs.
- Throughout the year, the Homestead celebrated the 30<sup>th</sup> anniversary of the restoration and re-dedication of the Grist Mill.
- Annual Flower and Plant Market on the first weekend in May was extremely successful and well attended.
- 44<sup>th</sup> Corn Roast held on August 2, 2014, had increased attendance over previous years and strong volunteer support. The event is jointly sponsored by the Homestead Foundation and the Silver Run/Union Mills Lions club.
- 9<sup>th</sup> annual Maryland Microbrewery Festival held September 27, 2014 attracted record crowds and record sales.

***General Government Appropriations***

# General Government Summary

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Comptroller Administration	\$479,042	\$341,460	\$350,600	\$382,590	12.05%	9.12%
Accounting	999,309	879,930	882,220	901,670	2.47%	2.20%
Bond Issuance Expense	172,002	186,830	186,830	193,150	3.38%	3.38%
Collections Office	1,263,354	1,215,000	1,216,500	1,261,210	3.80%	3.68%
Independent Post Audit	51,000	53,000	53,000	55,000	3.77%	3.77%
Purchasing	480,411	438,920	400,660	409,200	-6.77%	2.13%
<b>Total Comptroller</b>	<b>\$3,445,118</b>	<b>\$3,115,140</b>	<b>\$3,089,810</b>	<b>\$3,202,820</b>	<b>2.81%</b>	<b>3.66%</b>

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
County Attorney	\$977,427	\$878,470	\$886,180	\$901,410	2.61%	1.72%
<b>Total County Attorney</b>	<b>\$977,427</b>	<b>\$878,470</b>	<b>\$886,180</b>	<b>\$901,410</b>	<b>2.61%</b>	<b>1.72%</b>

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Economic Development Administration	\$1,051,302	\$955,840	\$971,450	\$899,040	-5.94%	-7.45%
Business and Employment Resource Center	247,251	210,680	210,910	215,360	2.22%	2.11%
ED Infrastructure and Investment	2,368,569	2,050,000	2,050,000	1,487,760	-27.43%	-27.43%
Farm Museum	995,433	873,670	863,060	889,650	1.83%	3.08%
Tourism	312,216	318,960	318,930	312,170	-2.13%	-2.12%
<b>Total Economic Development</b>	<b>\$4,974,769</b>	<b>\$4,409,150</b>	<b>\$4,414,350</b>	<b>\$3,803,980</b>	<b>-13.73%</b>	<b>-13.83%</b>

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Human Resources Administration	\$865,696	\$709,350	\$731,190	\$715,850	0.92%	-2.10%
Health and Fringe Benefits	2,960,891	18,302,830	18,302,830	18,645,870	1.87%	1.87%
Personnel Services	171,489	136,820	127,410	129,500	-5.35%	1.64%
<b>Total Human Resources</b>	<b>\$3,998,076</b>	<b>\$19,149,000</b>	<b>\$19,161,430</b>	<b>\$19,491,220</b>	<b>1.79%</b>	<b>1.72%</b>

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Land Use, Planning and Development Adm.	\$1,244,886	\$1,126,550	\$1,080,370	\$1,093,560	-2.93%	1.22%
Comprehensive Planning	371,933	385,860	396,280	403,200	4.49%	1.75%
Development Review	557,675	477,010	481,100	478,660	0.35%	-0.51%
Resource Management	1,395,146	705,070	669,840	665,720	-5.58%	-0.62%
Zoning Administration	287,830	228,410	223,560	228,250	-0.07%	2.10%
<b>Total Land Use, Planning and Dev.</b>	<b>\$3,857,470</b>	<b>\$2,922,900</b>	<b>\$2,851,150</b>	<b>\$2,869,390</b>	<b>-1.83%</b>	<b>0.64%</b>



# General Government Summary

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Management and Budget Administration	\$264,593	\$241,610	\$242,580	\$247,740	2.54%	2.13%
Budget	633,812	566,240	567,420	572,820	1.16%	0.95%
Grants Management	143,622	136,480	130,620	131,540	-3.62%	0.70%
Risk Management	1,726,053	2,169,100	2,448,900	2,219,850	2.34%	-9.35%
<b>Total Management and Budget</b>	<b>\$2,768,080</b>	<b>\$3,113,430</b>	<b>\$3,389,520</b>	<b>\$3,171,950</b>	<b>1.88%</b>	<b>-6.42%</b>

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Technology Services	\$3,650,984	\$3,875,970	\$3,885,360	\$4,234,900	9.26%	9.00%
Production and Distribution	423,106	456,870	457,550	460,730	0.84%	0.70%
<b>Total Technology Services</b>	<b>\$4,074,089</b>	<b>\$4,332,840</b>	<b>\$4,342,910</b>	<b>\$4,695,630</b>	<b>10.11%</b>	<b>9.69%</b>

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Administrative Hearings	\$121,767	\$82,610	\$82,840	\$83,450	1.02%	0.74%
Audio Video Production	199,768	143,130	147,600	157,750	10.21%	6.88%
Board of Elections	613,099	803,670	803,670	1,042,810	29.76%	29.76%
Board of License Commissioners	80,640	85,880	85,460	85,550	-0.38%	0.11%
Audio Video Production	1,209,098	1,053,800	1,008,350	1,002,060	10.21%	6.88%
<b>Total General Government Other</b>	<b>\$2,224,373</b>	<b>\$2,169,090</b>	<b>\$2,127,920</b>	<b>\$2,371,620</b>	<b>9.34%</b>	<b>11.45%</b>

<b>Total General Government</b>	<b>\$26,319,403</b>	<b>\$40,090,020</b>	<b>\$40,263,270</b>	<b>\$40,508,020</b>	<b>1.04%</b>	<b>0.61%</b>
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# Comptroller

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# Comptroller Summary

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	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Comptroller Administration	\$479,042	\$341,460	\$350,600	\$382,590	12.05%	9.12%
Accounting	999,309	879,930	882,220	901,670	2.47%	2.20%
Bond Issuance Expense	172,002	186,830	186,830	193,150	3.38%	3.38%
Collections Office	1,263,354	1,215,000	1,216,500	1,261,210	3.80%	3.68%
Independent Post Audit	51,000	53,000	53,000	55,000	3.77%	3.77%
Purchasing	480,411	438,920	400,660	409,200	-6.77%	2.13%
<b>Total Comptroller</b>	<b>\$3,445,118</b>	<b>\$3,115,140</b>	<b>\$3,089,810</b>	<b>\$3,202,820</b>	<b>2.81%</b>	<b>3.66%</b>

## 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 thirtieth 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 14 Comprehensive Annual Financial Report (CAFR).
- Services provided by the Comptroller's Office, including payment of property taxes and utility bills, are provided at County Library branches in addition to the County Office Building. The County pays the Library an administrative fee for providing this service.
- In FY 15, 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

- Comptroller Administration increases from FY 15 Original to Adjusted due to a salary adjustment.
- Purchasing decreases from FY 15 Original to Adjusted due to employee turnover.
- Comptroller Administration increases due to the addition of the OpenGov software program.
- Bond Issuance increases due to an increase in bond rating agency fees.
- Collections Office increases due to an increase in the County's portion of State assessment costs.
- Independent Post Audit increases due to an anticipated increase in the contract.

# Comptroller Administration

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$253,763	\$261,240	\$269,710	\$276,440	5.82%	2.50%
Benefits	114,625	64,380	65,050	66,330	3.03%	1.97%
Operating	110,653	15,840	15,840	39,820	151.39%	151.39%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$479,042</b>	<b>\$341,460</b>	<b>\$350,600</b>	<b>\$382,590</b>	<b>12.05%</b>	<b>9.12%</b>
<b>Employees FTE</b>	<b>4.12</b>	<b>4.12</b>	<b>4.12</b>	<b>4.12</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. 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**

**Evan Cook, Budget Analyst (410) 386-2082**

<http://ccgovernments.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 water, sewer, and tipping fees for the Enterprise Funds.

## Program Highlights

For the thirtieth 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 14 Comprehensive Annual Financial Report (CAFR).

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to a salary adjustment.
- A 2.5% salary increase is included in FY 16.
- Operating increases due to the OpenGov program.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Comptroller</i>	Full-time	1.00
<i>Financial Analyst</i>	Full-time	1.00
<i>Financial System Administrator</i>	Full-time	1.00
<i>Intern</i>	Contractual	0.12
<b>Total</b>		<b>4.12</b>

# Accounting

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$604,687	\$624,120	\$626,220	\$641,790	2.83%	2.49%
Benefits	362,141	174,860	175,050	177,990	1.79%	1.68%
Operating	32,381	80,770	80,770	81,710	1.16%	1.16%
Capital	100	180	180	180	0.00%	0.00%
<b>Total</b>	<b>\$999,309</b>	<b>\$879,930</b>	<b>\$882,220</b>	<b>\$901,670</b>	<b>2.47%</b>	<b>2.20%</b>
<b>Employees FTE</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>12.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. 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**

**Evan Cook, Budget Analyst (410) 386-2082**

<http://ccgovernments.carr.org/ccg/account/>

- Accounting for all capital assets
- Maintaining separate records for the General Fund, Grants, Special Revenue Funds, Capital, Internal Service Funds, Fiduciary Funds, Debt Service, and Enterprise Funds

## 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 said 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 thirtieth 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 14 Comprehensive Annual Financial Report (CAFR).

Output Measures	FY 11	FY 12	FY 13	FY 14
<b>Investments Made</b>	138	123	121	103
<b>Payroll Checks Issued</b>	25,760	25,777	26,109	26,892
<b>Vendor Payments Issued</b>	20,799	20,152	18,932	16,855
<b>Voucher Payments Processed</b>	23,680	23,940	24,406	24,531
<b>W-2 Forms Issued</b>	1,223	1,169	1,189	1,235
<b>1099 Forms Issued</b>	1,010	1,071	1,066	669

## Budget Changes

A 2.5% salary increase is included in FY 16.

## Positions

Title	Type	FTE
<i>Accountant</i>	Full-time	3.00
<i>Accounting Technician</i>	Full-time	3.00
<i>Accounts Payable Supervisor</i>	Full-time	1.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Investment Officer</i>	Full-time	1.00
<i>Payroll Assistant</i>	Full-time	1.00
<i>Payroll Manager</i>	Full-time	1.00
<i>Payroll Technician</i>	Full-time	1.00
<b>Total</b>		<b>12.00</b>

# Bond Issuance Expense

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	172,002	186,830	186,830	193,150	3.38%	3.38%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$172,002</b>	<b>\$186,830</b>	<b>\$186,830</b>	<b>\$193,150</b>	<b>3.38%</b>	<b>3.38%</b>
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

Evan Cook, 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](http://www.dacbond.com).

## Program Highlights

In FY 15, 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 12 General Obligation Bonds and Refunding	\$30,185,000	2.6466%
FY 13 General Obligation Bonds and Refunding	\$37,960,000	1.8010%
FY 14 General Obligation Bonds and Refunding	\$26,000,000	3.1314%
FY 15 General Obligation Bonds and Refunding	\$73,515,000	2.574%

- The October 2014 refunding issue of \$58,515,000 produced future debt service savings of \$3,761,972.

## Budget Changes

Operating increases due to an increase in bond rating agency fees.

# Collections Office

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$372,855	\$392,380	\$394,190	\$403,810	2.91%	2.44%
Benefits	257,738	123,330	123,020	124,740	1.14%	1.40%
Operating	632,300	698,510	698,510	732,010	4.80%	4.80%
Capital	461	780	780	650	-16.67%	-16.67%
<b>Total</b>	<b>\$1,263,354</b>	<b>\$1,215,000</b>	<b>\$1,216,500</b>	<b>\$1,261,210</b>	<b>3.80%</b>	<b>3.68%</b>
<b>Employees FTE</b>	<b>10.63</b>	<b>10.63</b>	<b>10.63</b>	<b>10.63</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. 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**

**Evan Cook, Budget Analyst (410) 386-2082**

<http://ccgoverment.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.

## 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
- Recordation taxes
- Water and sewer utility charges
- Bay Restoration Fees
- 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

## Budget Changes

- A 2.5% salary increase is included in FY 16.
- Operating increases due to an increase in the County's portion of State assessment costs.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Administrative Support</i>	Contractual	0.63
<i>Collections Analyst</i>	Full-time	1.00
<i>Collections Clerk</i>	Full-time	3.00
<i>Collections Office Supervisor</i>	Full-time	1.00
<i>Collections Specialist</i>	Full-time	4.00
<i>Head Cashier-Bookkeeper</i>	Full-time	1.00
<b>Total</b>		<b>10.63</b>

# Independent Post Audit

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	51,000	53,000	53,000	55,000	3.77%	3.77%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$51,000</b>	<b>\$53,000</b>	<b>\$53,000</b>	<b>\$55,000</b>	<b>3.77%</b>	<b>3.77%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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**

**Evan Cook, Budget Analyst (410) 386-2082**

<http://ccgovernments.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 Administration Budget.

The County's audited financial statements are presented online as part of the Comprehensive Annual Financial Report (CAFR) available at <http://ccgovernments.carr.org/ccg/comp/14-cafr/>

## Program Highlights

For Fiscal Year 2014, Carroll County received an unqualified audit opinion with no management comments.

## Budget Changes

Operating increases due to an anticipated increase in the contract.



# Purchasing

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$285,183	\$293,840	\$258,280	\$264,690	-9.92%	2.48%
Benefits	139,609	74,040	71,340	71,430	-3.53%	0.13%
Operating	55,619	71,040	71,040	73,080	2.87%	2.87%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$480,411</b>	<b>\$438,920</b>	<b>\$400,660</b>	<b>\$409,200</b>	<b>-6.77%</b>	<b>2.13%</b>
<b>Employees FTE</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-----</b>	<b>-----</b>

Note: Note: FY 14 Actuals include a health and fringe allocation. 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**

**Evan Cook, Budget Analyst (410) 386-2082**

<http://ccgoverment.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 and actively seek best value results in all County purchases.

### Goals include:

- Fairness and equality to all individuals, corporations, and businesses who desire to compete in the County
- Uphold and promote honesty and integrity at all times
- Conduct an open and transparent bidding process
- Be attentive 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 has 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.

## Budget Changes

- The decrease from FY 15 Original to Adjusted is due to employee turnover and a position reclassification.
- A 2.5% salary increase is included in FY 16.

## Positions

Title	Type	FTE
<i>Associate Buyer</i>	Full-time	1.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Buyer</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
<i>Senior Buyer</i>	Full-time	1.00
<b>Total</b>		<b>5.00</b>

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**County Attorney**

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# County Attorney Summary

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	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
County Attorney	\$977,427	\$878,470	\$886,180	\$901,410	2.61%	1.72%
<b>Total County Attorney</b>	<b>\$977,427</b>	<b>\$878,470</b>	<b>\$886,180</b>	<b>\$901,410</b>	<b>2.61%</b>	<b>1.72%</b>

## Mission and Goals

The County Attorney's Office is dedicated to protecting the legal interests of the Board of Carroll County Commissioners with preventive and remedial measures; aid in the prompt and cost-effective resolution of disputes; ensure fair and equal treatment of citizens and employees; and ensure the County laws, contracts, legal documents and policies are of the utmost quality.

### Goals include:

- Assure County ordinances, contracts, legal documents and policies are adequate
- Provide high-quality legal representation to other governmental partners
- Protect the legal interests and integrity of Carroll County Government
- Ensure fair and equal treatment of citizens and employees of Carroll County

## Highlights

Between FY 10 and FY 14, the County Attorney's Office collected more than \$1.4M in delinquent accounts related to unpaid taxes and fees, medical expenses for inmates, reimbursements for accidents and bad checks. A change in procedure for collection of delinquent property taxes was implemented in FY 11.

FY 10	FY 11	FY 12	FY 13	FY 14
\$467,000	\$120,848	\$177,027	\$270,940	\$343,926

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to a salary adjustment.
- A 2.5% salary increase is included in FY 16.

# County Attorney

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$564,039	\$602,050	\$609,220	\$623,160	3.51%	2.29%
Benefits	237,173	129,550	130,090	131,380	1.41%	0.99%
Operating	176,215	146,870	146,870	146,870	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$977,427</b>	<b>\$878,470</b>	<b>\$886,180</b>	<b>\$901,410</b>	<b>2.61%</b>	<b>1.72%</b>
<b>Employees FTE</b>	<b>12.38</b>	<b>10.38</b>	<b>10.38</b>	<b>10.38</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Timothy Burke, County Attorney (410) 386-2030**  
**Christian Roop, Budget Analyst (410) 386-2082**  
<http://ccgovernment.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 Services.

The Department serves as a resource to the citizens for general questions about County government and County and State laws.

## Program Highlights

Between FY 10 and FY 14, the County Attorney's Office collected more than \$1.4M in delinquent accounts related to unpaid taxes and fees, medical expenses for inmates and reimbursements for accidents and bad checks.

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to a salary adjustment.
- A 2.5% salary increase is included in FY 16.

## Positions

Title	Type	FTE
<i>Assistant County Attorney</i>	Full-time	2.00
<i>County Attorney</i>	Full-time	1.00
<i>Deputy County Attorney</i>	Full-time	1.00
<i>Legal Secretary</i>	Full-time	3.75
<i>Office Associate</i>	Full-time	1.00
<i>Paralegal</i>	Full-time	1.00
<i>Professionals</i>	Contractual	0.63
<b>Total</b>		<b>10.38</b>

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# **Economic Development**

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# Economic Development Summary

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Economic Development Administration	\$1,051,302	\$955,840	\$971,450	\$899,040	-5.94%	-7.45%
Business and Employment Resource Center	247,251	210,680	210,910	215,360	2.22%	2.11%
ED Infrastructure and Investment	2,368,569	2,050,000	2,050,000	1,487,760	-27.43%	-27.43%
Farm Museum	995,433	873,670	863,060	889,650	1.83%	3.08%
Tourism	312,216	318,960	318,930	312,170	-2.13%	-2.12%
<b>Total Economic Development</b>	<b>\$4,974,769</b>	<b>\$4,409,150</b>	<b>\$4,414,350</b>	<b>\$3,803,980</b>	<b>-13.73%</b>	<b>-13.83%</b>

## 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

- In FY 12, the Commissioners established a Small Business Loan Fund to assist small companies in obtaining financing.
- Carroll County's average annual unemployment rate for CY 2014 was 5.0%, an improvement from CY 2013 average of 5.8%, and below Maryland's average of 5.8% and the national average of 6.2%. Although unemployment rates have improved since last year, there is still a strong need for employment services.
- The Business and Employment Resource Center continues to see demand for their programs, such as workforce training classes and job search assistance.
- In FY 15, Economic Development, in collaboration with Carroll County Chamber of Commerce, the Miller Center at Carroll Community College, the Carroll County Small Business and Technology Development Center, and the Carroll Technology Council, partnered with Overton and Associates, to establish the Carroll Innovation Center at Overton in Westminster, MD. The center will provide small business owners with affordable office space.

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to salary adjustments, partially offset by turnover.
- Commissioners chose to temporarily decrease funding for Economic Development Infrastructure and Investments for FY 16 through FY 18.
- Tourism decreases due to a reduction in postage.

# Economic Development Administration

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$407,821	\$430,410	\$444,150	\$455,240	5.77%	2.50%
Benefits	239,214	121,560	123,430	118,030	-2.90%	-4.37%
Operating	402,666	402,370	402,370	324,270	-19.41%	-19.41%
Capital	1,600	1,500	1,500	1,500	0.00%	0.00%
<b>Total</b>	<b>\$1,051,302</b>	<b>\$955,840</b>	<b>\$971,450</b>	<b>\$899,040</b>	<b>-5.94%</b>	<b>-7.45%</b>
<b>Employees FTE</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>7.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jonathan Weetman, Administrator of Operations and Small Business Development (410) 386-2070**

**Christian Roop, Budget Analyst (410) 386-2082**

<http://carrollbiz.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:

The Carroll County Department of Economic Development and the Carroll County Economic Development Commission are charged with enhancing economic development in Carroll County. Quality economic development is critical to providing an adequate tax base to maintain our high quality of life and ensure the stability of our communities. Economic Development also provides opportunities for residents to work in their own communities. Investments in developing the necessary infrastructures and business support programs fulfill these goals.

## 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

- In FY 15, Economic Development, in collaboration with Carroll County Chamber of Commerce, the Miller Center at Carroll Community College, the Carroll County Small Business and Technology Development Center, and the Carroll Technology Council, partnered with Overton and Associates, to establish the Carroll Innovation Center at Overton in Westminster, MD. The center will provide small business owners with affordable office space.
- The assessed value of Commercial/Industrial Real Property grew by \$229 million between FY 09 and FY 14.
- Commercial/Industrial assessable base grew 8.6% between FY 09 and FY 14.
- Commercial and Industrial vacancy rates remain stable compared to last year.
  - Office: Carroll – 11.8% Baltimore – 11.4%
  - Retail: Carroll – 5.2% Baltimore – 8.7%
  - Industrial: Carroll – 5.4% Baltimore – 5.0%

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to salary adjustments.
- A 2.5% salary increase is included in FY 16.
- Operating decreases due to a reduction in the Enterprise Carroll initiative.

## Positions

Title	Type	FTE
<i>Administrator – Operations and Small Business Development</i>	Full-time	1.00
<i>Administrator – Strategic Accounts and Outreach</i>	Full-time	1.00
<i>Agriculture Specialist</i>	Full-time	1.00
<i>Business Development</i>	Full-time	1.00
<i>Deputy Director</i>	Full-time	1.00
<i>Economic Development Coordinator</i>	Full-time	1.00
<i>Research and Data Specialist</i>	Full-time	1.00
<b>Total</b>		<b>7.00</b>

# Business and Employment Resource Center

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$130,568	\$137,120	\$137,210	\$140,600	2.54%	2.47%
Benefits	109,946	57,770	57,910	58,970	2.08%	1.83%
Operating	6,736	15,790	15,790	15,790	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$247,251</b>	<b>\$210,680</b>	<b>\$210,910</b>	<b>\$215,360</b>	<b>2.22%</b>	<b>2.11%</b>
<b>Employees FTE</b>	<b>2.85</b>	<b>2.85</b>	<b>2.85</b>	<b>2.85</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jonathan Weetman, Administrator of Operations and Small Business Development (410) 386-2070**

**Christian Roop, Budget Analyst (410) 386-2082**

<http://www.carrollworks.org/>

## 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

## 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, job openings, computers, tutorials, workshops, and a well-equipped library. BERC assists local employers with no-fee recruitment services, assistance in 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

Development. BERC is located at 224 N. Center Street, Room 205, Westminster, MD.

## Program Highlights

BERC's total operating funds are from the following sources:

	FY 14 Actuals	FY 15 Budget	FY 16 Budget	FY 16 % of Total
<b>Local – County</b>	\$247,251	\$210,680	\$215,360	13.5%
<b>Grants</b>	983,572	1,526,749	1,379,924	86.5%
<b>TOTAL</b>	<b>\$1,230,823</b>	<b>\$1,737,429</b>	<b>\$1,595,284</b>	<b>100.0%</b>

During FY 14:

- 13,304 customer visits were made to BERC.
- 2,036 new customers visited BERC.
- 681 customers were registered for individual intensive.
- 332 Workforce Investment Area (WIA) registered customers were placed in jobs.

## Budget Changes

A 2.5% salary increase is included in FY 16.

## Positions

Title	Type	FTE
<i>Business Consultant</i>	Full-time	0.10
<i>Fiscal Manager</i>	Part-time	0.75
<i>Manager, BERC</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
<b>Total</b>		<b>2.85</b>

90% of the Business Consultant position is grant funded and 10% is County funded.



# Economic Development Infrastructure and Investment

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	2,344,258	2,050,000	2,050,000	1,487,760	-27.43%	-27.43%
Capital	24,311	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$2,368,569</b>	<b>\$2,050,000</b>	<b>\$2,050,000</b>	<b>\$1,487,760</b>	<b>-27.43%</b>	<b>-27.43%</b>
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

**Jack Lyburn, Administrator of Strategic Accounts and Outreach (410) 386-2071**  
**Christian Roop, 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

- Recent noteworthy industry expansions include Performance Food Group, Ottenbergs Bakery, Flowserve Corporation, Hanes Geo-Components, Frank Dean and Tobacco Technology. The former London Fog facility in Eldersburg was extremely active with leases totaling over 80,000 square feet signed with firms such as America's Remote Help Desk, Cre-a-TV, Bay Doors and Hardware, Gold's Gym and Aero Sports Center.
- New businesses to Carroll County include retail franchises Royal Farms, Chick Fil-A and Race Pace Bicycles. After Knorr Brake vacated and moved into their new 240,000 square foot LEED facility at the Westminster Technology Park in March of 2013, a newly formed company, Land, Sea, Air (formerly East Coast Machining) backfilled the vacant 85,000 square foot building and secured several defense contracts. New to the County are NVision, which will occupy a new 20,500 square foot building in Mt. Airy, and D&D Drilling, now housed in a new 5,000 square foot office and warehouse facility in Woodbine.

- Carlisle Etcetera LLC announced the expansion of English American Tailoring Company in Westminster. Both companies are part of the Tom James Company. Carlisle Etcetera has purchased the former Marada building to for a women's apparel facility. The English American Tailoring Company is planning to retain its current operations with 380 full-time employees in Westminster and expand its custom men's apparel facility. As part of the new facility and expansion, the companies plan to add an additional 75 employees over the next five years.
- Fuchs North America announced its relocation to Carroll County. The company will purchase about 20 acres of land at the North Carroll Business Park in Hampstead. Construction plans call for over 200,000 square feet to house Fuchs' corporate headquarters including their new R&D and Culinary Center, state-of-the-art production facility, and QC and testing labs. The company currently employs 168 people in the Baltimore area.
- St. John Properties, Inc., one of the Mid-Atlantic region's most successful commercial real estate firms, is continuing leasing at Liberty Exchange. The park, when completed, will feature over 225,000 square feet of office, flex and industrial space complemented with retail amenities. To date, four buildings have been constructed with a variety of tenants.
- Black Oak Associates is in the process of building "Eldersburg Commons", a \$50 million redevelopment project. Super Wal-Mart has signed as an anchor tenant.
- The Warfield Corporate Campus in Sykesville has been actively working with a new developer who envisions a mixed residential/office campus. Their plans for the Campus also include retail amenities and a hotel.

## Budget Changes

Commissioners chose to temporarily decrease funding for Economic Development Infrastructure and Investments for FY 16 through FY 18.

# Farm Museum

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
<b>Personnel</b>	\$360,726	\$383,940	\$373,330	\$382,440	-0.39%	2.44%
<b>Benefits</b>	260,924	116,780	116,780	119,160	2.04%	2.04%
<b>Operating</b>	364,053	372,950	372,950	385,050	3.24%	3.24%
<b>Capital</b>	9,730	0	0	3,000	100.00%	100.00%
<b>Total</b>	\$995,433	\$873,670	\$863,060	\$889,650	1.83%	3.08%
<b>Employees FTE</b>	9.99	9.99	9.99	9.99	-----	-----

Note: FY 14 Actuals include a health and fringe allocation and other operating expenses. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jack Lyburn, Administrator of Strategic Accounts and Outreach (410) 386-2071**

**Christian Roop, Budget Analyst (410) 386-2082**

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

## Mission and Goals

To promote the prestige and general welfare of Carroll County by fostering preservation and appreciation of the rural culture of Carroll County and the spirit and values this culture typified. To preserve, maintain and develop this culture in connection with a public historical and living history facility, and to preserve, promote and educate the County's cultural and historic resources.

### 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-19<sup>th</sup> 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 19<sup>th</sup> 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 addition of the Living History Camp, Enrichment Camp, Traditional Arts classes and the Heirloom and County gardens have expanded the Museum's ability 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 4<sup>th</sup> Picnic, Fall Harvest Days and the annual Holiday Tour.

## Program Highlights

- In FY 14, there were 34,857 visitors to the Farm Museum, and 620 volunteers donated 3,527 service hours.
- The 2014 Maryland Wine Festival was attended by 12,935 visitors.

## Budget Changes

- The decrease from FY 15 Original to Adjusted is due to turnover.
- A 2.5% salary increase is included in FY 16.
- Operating increases due to an anticipated increase in advertising and pest control costs.
- Capital increases due to a one-time purchase of furniture.

## Positions

Title	Type	FTE
<i>Activities Coordinator</i>	Part-time	0.62
<i>Administrative Support</i>	Contractual	0.46
<i>Camp Coordinator</i>	Contractual	0.20
<i>Curator</i>	Full-time	1.00
<i>Events Coordinator</i>	Full-time	1.00
<i>Maintenance Specialist</i>	Full-time	2.00
<i>Office Associate</i>	Full-time	1.00
<i>Paraprofessional</i>	Contractual	0.17
<i>Park Maintenance Supervisor</i>	Full-time	1.00
<i>Park Superintendent</i>	Full-time	1.00
<i>Services/Maintenance</i>	Contractual	1.01
<i>Volunteer Coordinator</i>	Part-time	0.53
<b>Total</b>		<b>9.99</b>

# Tourism

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$97,357	\$107,040	\$107,010	\$109,850	2.63%	2.65%
Benefits	37,130	20,910	20,910	21,310	1.91%	1.91%
Operating	177,310	191,010	191,010	181,010	-5.24%	-5.24%
Capital	419	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$312,216</b>	<b>\$318,960</b>	<b>\$318,930</b>	<b>\$312,170</b>	<b>-2.13%</b>	<b>-2.12%</b>
Employees FTE	2.80	2.80	2.80	2.80	-----	-----

Note: FY 14 Actuals include a health and fringe allocation and other operating expenses. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jack Lyburn, Administrator of Strategic Accounts and Outreach (410) 386 2071**  
**Christian Roop, Budget Analyst (410) 386-2082**  
<http://carrollcountytourism.org/>

- Partnered with the Carroll County Historical Society as a sponsor for their Box Lunch Talks and their Birthday Celebration.
- The Tourism budget is 100% funded by the Hotel Tax.

## Mission and Goals

Market Carroll County as a tourist destination, position Carroll County as a competitive destination statewide, and provide visitors information and services to ensure a pleasant trip experience.

### Goals include:

- Increase tax revenues for the County
- Increase volume for the County's tourism related business
- Increase the awareness of tourism's benefits to our local citizens and businesses

## Budget Changes

- A 2.5% salary increase is included in FY 16.
- Operating decreases due to a reduction in postage and printing costs.

## Positions

Title	Type	FTE
<i>Administrative Support</i>	Contractual	1.80
<i>Manager</i>	Full-time	1.00
<b>Total</b>		<b>2.80</b>

## Description

Tourism is located at 225 N. Center Street, Room 107, Westminster, MD. The Bureau works to promote Carroll County as an attractive, inexpensive place to visit. These efforts include:

- Operation of the Carroll County Visitor Center 7 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
- Creation and distribution of Tourism brochures
- Creation and maintenance of Tourism website

## Program Highlights

- In FY 14, Tourism partnered with Carroll County Chamber of Commerce to organize and promote the fourth annual Carroll County Restaurant Week.
- Partnered with the Arts Council, Carroll County Public Library, Carroll County Recreation and Parks, and the Carroll County Quilt Guild for the Barn Quilt Trail.

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# Human Resources

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# Human Resources Summary

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	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Human Resources Administration	\$865,696	\$709,350	\$731,190	\$715,850	0.92%	-2.10%
Health and Fringe Benefits	2,960,891	18,302,830	18,302,830	18,645,870	1.87%	1.87%
Personnel Services	171,489	136,820	127,410	129,500	-5.35%	1.64%
<b>Total Human Resources</b>	<b>\$3,998,076</b>	<b>\$19,149,000</b>	<b>\$19,161,430</b>	<b>\$19,491,220</b>	<b>1.79%</b>	<b>1.72%</b>

## 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 program to employees as part of the full compensation package

## Highlights, Changes, and Useful Information

Human Resources supports not just County Government operations but also 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 Benefits are also provided to the Carroll County Public Library and Animal Control.

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to salary adjustments.
- A 2.5% salary increase is included in FY 16.
- Human Resources Administration decreases due to a partial reduction in one-time funding for employee training.
- Health and Fringe Benefits increases due to the Other Post Employment Benefits allocation and additional health benefit costs for the eight new positions related to the Drug Enforcement Support Program.

# Human Resources Administration

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$517,172	\$476,000	\$496,230	\$508,500	6.83%	2.47%
Benefits	323,263	151,070	152,680	148,530	-1.68%	-2.72%
Operating	25,262	82,280	82,280	58,820	-28.51%	-28.51%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$865,696</b>	<b>\$709,350</b>	<b>\$731,190</b>	<b>\$715,850</b>	<b>0.92%</b>	<b>-2.10%</b>
<b>Employees FTE</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Kimberly Frock, Director (410) 386-2129**  
**Robin Hooper, Management and Project Coordinator**  
**(410) 386-2082**  
<http://ccgovernment.carr.org/ccg/humanres/default.asp>

## 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.
- Continued computer skills training and the Management Certificate Program.
- Held sixteen wellness events during FY 14.

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to salary adjustments.
- A 2.5% salary increase is included in FY 16.
- Operating decreases due to a partial reduction in one-time funding for employee training.

## Positions

Title	Type	FTE
<i>Adm. Office Associate</i>	Full-time	1.00
<i>Administrator</i>	Full-time	1.00
<i>Health and Benefits Manager</i>	Full-time	1.00
<i>Human Resources Associate</i>	Full-time	5.00
<i>Information Desk Associate</i>	Full-time	1.00
<i>Retirement Plans Manager</i>	Full-time	1.00
<b>Total</b>		<b>10.00</b>

# Health and Fringe Benefits

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$9,300	\$13,100	\$13,100	\$12,000	-8.40%	-8.40%
Benefits	2,892,438	2,742,020	2,742,020	2,945,760	7.43%	7.43%
Operating	59,153	15,547,710	15,547,710	15,688,110	0.90%	0.90%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$2,960,891</b>	<b>\$18,302,830</b>	<b>\$18,302,830</b>	<b>\$18,645,870</b>	<b>1.87%</b>	<b>1.87%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: In FY 14, health and fringe expenditures were allocated to individual budgets. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Kimberly Frock, Director (410) 386-2129**  
**Robin Hooper, Management and Project Coordinator**  
**(410) 386-2082**  
<http://ccgovernment.carr.org/ccg/humanres/benefits.asp>

## 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 OPEB, Pension Trust, and Special Revenue Fund section for further explanation and annual contributions)
- Death benefits
- Longevity Program
- Life insurance
- Disability benefits
- Medical healthcare
- Dental healthcare
- Wellness program

The staff who administer the Health and Fringe Benefits budget are 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 Optum as the provider for prescription coverage and Delta Dental as the PPO provider for dental care. CIGNA continues to provide the dental HMO plan.

## Budget Changes

- Benefits increase due to OPEB allocations.
- Operating increases due to additional health benefits for the eight new positions related to the Drug Enforcement Support Program.

# Personnel Services

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$90,555	\$98,100	\$89,370	\$91,600	-6.63%	2.50%
Benefits	80,934	38,710	38,030	37,890	-2.12%	-0.37%
Operating	0	10	10	10	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$171,489	\$136,820	\$127,410	\$129,500	-5.35%	1.64%
<b>Employees FTE</b>	3.00	3.00	3.00	3.00	-----	-----

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Kimberly Frock, Director (410) 386-2129  
 Robin Hooper, Management and Project Coordinator  
 (410) 386-2082

## Positions

Title	Type	FTE
Office Associate	Full-time	3.00
<b>Total</b>		3.00

## Mission and Goals

Provide a trained work pool of staff to assist County offices with clerical needs.

### Goals include:

- Provide trained clerical support that is 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. This pool of three clerical positions:

- Are readily available for staff assignments
- Are familiar with County procedures and policies
- Are trained and familiar with County office equipment and software
- Provide trained employees to be hired by agencies when vacancies arise
- Eliminate the need for temporary staffing from outside services
- Provide support when other employees are out or additional support is needed

## Program Highlights

In FY 14, Personnel Services provided over 3,730 hours of support to various agencies.

## Budget Changes

- The decrease from FY 15 Original to Adjusted is due to employee turnover.
- A 2.5% salary increase is included in FY 16.



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# **Land Use, Planning and Development**

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# Land Use, Planning and Development Summary

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Land Use, Planning and Development Adm.	\$1,244,886	\$1,126,550	\$1,080,370	\$1,093,560	-2.93%	1.22%
Comprehensive Planning	371,933	385,860	396,280	403,200	4.49%	1.75%
Development Review	557,675	477,010	481,100	478,660	0.35%	-0.51%
Resource Management	1,395,146	705,070	669,840	665,720	-5.58%	-0.62%
Zoning Administration	287,830	228,410	223,560	228,250	-0.07%	2.10%
<b>Total Land Use, Planning and Development</b>	<b>\$3,857,470</b>	<b>\$2,922,900</b>	<b>\$2,851,150</b>	<b>\$2,869,390</b>	<b>-1.83%</b>	<b>0.64%</b>

## Mission and Goals

To provide leadership, guidance and professional assistance to citizens, community organizations, businesses, the Board of County Commissioners, the Planning and Zoning Commission and local, State, regional and Federal governmental agencies on planning and zoning issues of importance to Carroll County.

### Goals include:

- Represent and promote the long-range planning, development and environmental interest and policies of the Board of County Commissioners
- Implement long-range planning initiatives, such as the County Master Plan, water/sewer services, transportation system enhancements and local community plan updates
- Promote Carroll County's interests by serving on local, State and regional committees addressing planning questions of importance to Carroll County citizens
- Achieve strong planning coordination with the eight municipalities throughout Carroll County
- Continue to preserve farmland in perpetuity for present and future agricultural uses

## Highlights, Changes, and Useful Information

- The majority of funding for the services provided by the Department of Land Use, Planning and Development is in the Community Investment Plan, including Agricultural Land Preservation and various water development and quality projects.
- In FY 15, the Board of County Commissioners adopted Carroll County's Comprehensive Master Plan.

## Budget Changes

Total Land Use, Planning, and Development decreases from FY 15 Original to the Adjusted due to transferring expenses from the Bureau of Resource Management and Land Use, Planning, and Development Administration to the Watershed Protection and Restoration Fund.

# LUPD Administration

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$777,827	\$803,040	\$760,080	\$779,980	-2.87%	2.62%
Benefits	384,746	212,010	208,790	184,200	-13.12%	-11.78%
Operating	82,312	111,500	111,500	129,380	16.04%	16.04%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$1,244,886</b>	<b>\$1,126,550</b>	<b>\$1,080,370</b>	<b>\$1,093,560</b>	<b>-2.93%</b>	<b>1.22%</b>
<b>Employees FTE</b>	<b>14.80</b>	<b>14.40</b>	<b>13.40</b>	<b>13.40</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Phil Hager, Director (410) 386-2145**  
**Sheree Lima, Management and Budget Project Coordinator (410) 386-2082**  
<http://ccgovernent.carr.org/ccg/plan/>

## Mission and Goals

It is the Department of Land Use, Planning and Development's (LUPD) vision to maintain, develop and implement programs and plans that allocate personnel and physical, natural, fiscal and constructed resources in a manner that is equitable, responsible and defensible.

### Goals include:

- Provide leadership in all aspects of:
  - Planning
  - Resource conservation
  - Public facility investment
  - Growth management
- Preserve the rural character of our landscape
- Maintain the fabric of our communities
- Conserve our natural, mineral and cultural resources
- Minimize sprawl and inefficient development practices
- Encourage an environment that stimulates sound economic development opportunities
- Protect farmland and agricultural activities

## Description

The Department of LUPD is a front line, local government agency dealing with citizens, businesses and other governmental agencies on a daily basis. Citizens, merchants, public officials and the press rely on the Department for guidance, leadership, Geographic Information System (GIS) products, and statistical information on county-wide issues relating to growth, land preservation, water resource planning, transportation, town/county cooperation and resource protection issues. Other responsibilities include enforcing the County's Storm Sewer System code, the Countywide National Pollutant Discharge Elimination System (NPDES) and Municipal Separate Storm Sewer System permit.

## Program Highlights

- In FY 15, the Board of County Commissioners adopted Carroll County's Comprehensive Master Plan.
- Staff had significant new State initiatives to track, review and provide comment on. The most notable issues are related to:
  - Septic systems in rural areas
  - Land use mapping
  - Total maximum daily load development
  - Stormwater management funding

## Budget Changes

- The decrease from FY 15 Original to Adjusted is due to the transfer of the NPDES Specialist position to the Watershed Protection and Restoration Fund.
- A 2.5% salary increase is included in FY 16.
- Benefits decrease due to Pension and OPEB allocations.
- Operating increases due to professional development and memberships to the Enhanced Reservoir Monitoring Program and the Maryland Municipal Stormwater Association.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.70
<i>Ag. Land Pres. Program Mgr.</i>	Full-time	1.00
<i>Deputy Director</i>	Full-time	.70
<i>Director</i>	Full-time	1.00
<i>GIS Analyst</i>	Full-time	3.00
<i>Hydrogeologist</i>	Full-time	1.00
<i>LUPD Project Coordinator</i>	Full-time	1.00
<i>Management Support</i>	Part-time	0.60
<i>Office Associate</i>	Full-time	2.00
<i>Planning Intern</i>	Full-time	0.40
<i>Preservation Specialist</i>	Full-time	1.00
<b>Total</b>		<b>13.40</b>

30% of two positions, Deputy Director and an Administrative Office Associate, are charged to the Watershed Protection and Restoration Fund.

# Comprehensive Planning

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$242,533	\$299,810	\$309,490	\$316,160	5.45%	2.16%
Benefits	125,331	70,310	71,050	70,660	0.50%	-0.55%
Operating	4,070	15,740	15,740	16,380	4.07%	4.07%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$371,933</b>	<b>\$385,860</b>	<b>\$396,280</b>	<b>\$403,200</b>	<b>4.49%</b>	<b>1.75%</b>
Employees FTE	5.00	6.00	6.00	6.00	-----	-----

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Lynda Eisenberg, Bureau Chief (410) 386-2145  
 Sheree Lima, Management and Budget Project Coordinator  
 (410) 386-2082

<http://ccgovernent.carr.org/ccg/compplan/>

## Mission and Goals

To prepare plans, initiatives, programs and implementation measures that facilitate a balanced and harmonious equilibrium of economic opportunity, resource protection and the intelligent utilization of human resources in a manner and methodology that respects the rights and dignity of our citizens and their constitutionally-guaranteed protections.

### Goals include:

- Complete State planning requirements within deadlines set by the State for County areas and projects.
- Provide assistance to the municipalities to meet their State Planning requirements within deadlines set by the State.
- Develop processes for creating and updating countywide plans that are efficient, collaborative, and provide appropriate opportunities for community participation and access to information.
- Continually increase GIS capabilities for providing decisions-making and analysis and products.
- Continually improve the quality of analysis and information support needed for decision-makers to provide appropriate and well-founded decisions.
- Proactively seek new ways to increase citizen and community awareness on planning issues.
- Use current technologies to facilitate access to planning-related information for citizens.
- Make the most effective use of time spent serving on local and regional committees.

## Description

The Bureau of Comprehensive Planning is responsible for comprehensive, countywide master planning. Land use plans are developed and implemented working with the Carroll County Planning Commission authorized under the Land Use

Article of the Annotated Code of Maryland. The Bureau assures County projects and programs conform to the County Master Plan, that current and long-range planning serves to implement the Plan, and that land use and policy decisions are in accordance with the Plan. Other functions of the Bureau are: water and sewer master planning, comprehensive planning for the County and incorporated towns; major street and road planning; and to act as town/county liaison planners.

## Program Highlights

- Adopted 2014 Carroll County Comprehensive Master Plan and Finksburg Corridor Plan.
- Currently working on Freedom Community Comprehensive Plan and Continuity of Operations Plan.

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to employee turnover and a salary adjustment.
- A 2.5% salary increase is included in FY 16.
- Operating increases due to professional development.

## Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	1.00
<i>Comprehensive Planner</i>	Full-time	3.00
<i>Comprehensive Planner Tech.</i>	Full-time	1.00
<i>Transportation Planner</i>	Full-time	1.00
<b>Total</b>		<b>6.00</b>

# Development Review

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$331,985	\$355,740	\$359,550	\$368,530	3.60%	2.50%
Benefits	216,777	107,680	107,960	95,120	-11.66%	-11.89%
Operating	8,914	13,590	13,590	14,010	3.09%	3.09%
Capital	0	0	0	1,000	100.00%	100.00%
<b>Total</b>	<b>\$557,675</b>	<b>\$477,010</b>	<b>\$481,100</b>	<b>\$478,660</b>	<b>0.35%</b>	<b>-0.51%</b>
<b>Employees FTE</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. 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://ccggovernment.carr.org/ccg/devrev/>

## Mission and Goals

To administer and monitor plan recommendations and the implementation of codes and requirements that serve to allocate personnel and physical, natural, fiscal and constructed resources in a manner that is equitable, responsible and defensible.

### Goals include:

- 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
- Interpret correctly and consistently apply the requirements of Chapter 103 Development and Subdivision of Land, Chapter 71 Adequate Public Facilities and Concurrency Management, Development Review Manual, and Roads and Storm Drain Design Manual
- Fairly and equitably manage and coordinate the entire development review process from pre-submittal conference through release of bonds
- 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
- Incorporate the use of technology in all services to maximize the performance of Bureau staff
- Continuously review and recommend code changes and process revisions to improve the process and 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

- The development tracking system was replaced with Accela software program.
- Code changes and amendments to the Planning Commission's rules now allow for staff to present the development plan for review to the Planning Commission Chair, decreasing the time of the overall review process.

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to a position reclassification.
- A 2.5% salary increase is included in FY 16.
- Capital increases for a cabinet to store mylar documents.

## Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	1.00
<i>Development Review Coordinator</i>	Full-time	3.00
<i>Development Review Technician</i>	Full-time	1.00
<i>Engineering Reviewer</i>	Full-time	1.00
<i>Legal Document Coordinator</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
<b>Total</b>		<b>8.00</b>

# Resource Management

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$862,846	\$433,290	\$432,660	\$444,880	2.67%	2.82%
Benefits	485,464	216,720	182,120	174,280	-19.58%	-4.30%
Operating	25,565	44,560	44,560	36,260	-18.63%	-18.63%
Capital	21,271	10,500	10,500	10,300	-1.90%	-1.90%
<b>Total</b>	<b>\$1,395,146</b>	<b>\$705,070</b>	<b>\$669,840</b>	<b>\$665,720</b>	<b>-5.58%</b>	<b>-0.62%</b>
<b>Employees FTE</b>	<b>19.00</b>	<b>9.10</b>	<b>9.10</b>	<b>9.10</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. 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://ccgoverment.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 combines staff from stormwater management, forestry/landscape, environmental inspections and water resource management. The bureau is responsible for protection and management of water, soil and forestry resources. Staff is involved in a wide range of activities, including subdivision and site plan review, water supply development and protection, watershed restoration and protection, stormwater management, forest protection and enhancement, landscaping development and enhancement, floodplain management, sediment control, sinkhole protection and mitigation, program development, and providing technical assistance to all stakeholders.

## Program Highlights

- In FY 14, five stormwater management retrofit projects were completed. These will be instrumental in addressing the National Pollutant Discharge Elimination System permit requirements.
- To offset the cost of engineering, staff provides conceptual designs for new facilities prior to contracting with a consultant.
- Ten projects are currently under design and three are under construction.

## Budget Changes

- The decrease from FY 15 Original to Adjusted is due to position allocations between Resource Management and the Watershed Protection and Restoration Fund.
- A 2.5% salary increase is included in FY 16.
- Operating decreases due to the transfer of lab expenses to the Watershed Protection and Restoration Fund.

## Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	0.25
<i>Chief Reviewer/Inspector</i>	Full-time	0.70
<i>Environ. Inspector/Grading Rev.</i>	Full-time	3.00
<i>Floodplain Mgt. Specialist</i>	Full-time	0.20
<i>Forest Conservation Spec.</i>	Full-time	0.90
<i>Office Associate</i>	Full-time	1.85
<i>Program Engineer</i>	Full-time	0.60
<i>Stormwater Mgt. Review Asst.</i>	Full-time	0.40
<i>Water Resource Specialist</i>	Full-time	0.40
<i>Water Resource Supervisor</i>	Full-time	0.20
<i>Water Resource Technician</i>	Full-time	0.20
<i>Watershed Mgt. Specialist</i>	Full-time	0.20
<i>Watershed Restoration Engineer</i>	Full-time	0.20
<b>Total</b>		<b>9.10</b>

The salaries and benefits of Bureau of Resource Management positions are split between the Bureau of Resource Management and the Watershed Protection and Restoration Fund.

# Zoning Administration

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$154,908	\$165,450	\$160,950	\$164,930	-0.31%	2.47%
Benefits	120,352	56,960	56,610	57,020	0.11%	0.72%
Operating	12,569	6,000	6,000	6,300	5.00%	5.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$287,830</b>	<b>\$228,410</b>	<b>\$223,560</b>	<b>\$228,250</b>	<b>-0.07%</b>	<b>2.10%</b>
Employees FTE	4.00	4.00	4.00	4.00	-----	-----

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. 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/>

## Mission and Goals

To monitor and enforce the implementation codes and requirements that serve to allocate personnel and physical, natural, fiscal, and constructed resources in a manner that is equitable, responsible and defensible.

### Goals include:

- To promote the health, safety, and welfare of the residents of Carroll County through the fair and equitable enforcement of the Zoning Ordinance
- To 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
- Administer and oversee implementation of the Zoning Ordinance
- 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

## 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

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

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

Zoning has taken over the responsibility for Housing and Community Development termination appeal hearings.

## Budget Changes

- The decrease from FY 15 Original to Adjusted is due to employee turnover.
- A 2.5% salary increase is included in FY 16.
- Operating increases due to sign posts and boards.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Zoning Administrator</i>	Full-time	1.00
<i>Zoning Inspector</i>	Full-time	1.00
<i>Zoning Technician</i>	Full-time	1.00
<b>Total</b>		<b>4.00</b>

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# **Management and Budget**

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# Management and Budget Summary

	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Management and Budget Administration	\$264,593	\$241,610	\$242,580	\$247,740	2.54%	2.13%
Budget	633,812	566,240	567,420	572,820	1.16%	0.95%
Grants Management	143,622	136,480	130,620	131,540	-3.62%	0.70%
Risk Management	1,726,053	2,169,100	2,448,900	2,219,850	2.34%	-9.35%
<b>Total Management and Budget</b>	<b>\$2,768,080</b>	<b>\$3,113,430</b>	<b>\$3,389,520</b>	<b>\$3,171,950</b>	<b>1.88%</b>	<b>-6.42%</b>

## 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:

- Provide asset management through effective safety, insurance and building inspection programs
- 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

## 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, the Library, and many others. Grants Management provides grant writing assistance to many outside agencies, particularly the local non-profits.
- The current FY 15 Adopted Operating and Capital Budget are available on the Carroll County Government website. The Recommended, Proposed, and Adopted Operating and Capital Budgets for FY 16 will be available on the website as each are completed.
- Grants statistical information:

	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
<b>Applications</b>	104	103	90	92	72	59	93
<b>Awarded</b>	65	83	68	70	49	52	68
<b>Denied</b>	15	9	11	8	9	2	24
<b>Pending</b>	24	11	11	14	14	5	1
<b>Award Dollars</b>	\$6,513,594	\$9,810,046	\$7,949,309	\$7,291,227	\$8,966,264	\$6,228,910	\$8,279,665

## Budget Changes

- Grants Management decreased from FY 15 Original to Adjusted due to employee turnover.
- Risk Management increased from FY 15 Original to Adjusted due to Workers Compensation.
- A 2.5% salary increase is included in FY 16.

# Management and Budget Administration

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$182,096	\$187,000	\$187,910	\$192,610	3.00%	2.50%
Benefits	77,612	45,180	45,240	45,700	1.15%	1.02%
Operating	4,884	9,430	9,430	9,430	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$264,593	\$241,610	\$242,580	\$247,740	2.54%	2.13%
<b>Employees FTE</b>	2.00	2.00	2.00	2.00	-----	-----

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Ted Zaleski, Director (410) 386-2082**  
**Evan Cook, Budget Analyst (410) 386-2082**  
<http://ccgovernments.carr.org/ccg/mangbud/>

## 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 line 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, in useful ways, to elected officials, service providers and the public

## 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 Changes

A 2.5% salary increase is included in FY 16.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Director</i>	Full-time	1.00
<b>Total</b>		2.00

# Budget

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
<b>Personnel</b>	\$397,055	\$424,450	\$425,500	\$435,970	2.71%	2.46%
<b>Benefits</b>	227,044	121,190	121,320	122,750	1.29%	1.18%
<b>Operating</b>	8,473	20,300	20,300	13,800	-32.02%	-32.02%
<b>Capital</b>	1,240	300	300	300	0.00%	0.00%
<b>Total</b>	\$633,812	\$566,240	\$567,420	\$572,820	1.16%	0.95%
<b>Employees FTE</b>	7.15	7.15	7.15	7.15	-----	-----

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Deborah Effingham, Bureau Chief (410) 386-2082**

**Evan Cook, Budget Analyst (410) 386-2082**

<http://ccgovernments.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 to 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. Budget Analysts assist County agencies in the preparation of their budget requests, review those requests and make 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 15 Adopted Operating Budget is available on the Carroll County Government website. The Recommended, Proposed, and Adopted Capital and Operating Budgets for FY 16 are available on the website as each are completed.

FY 15 marks the eighth year in a row the Adopted Budget Books received the Government Finance Officers Association (GFOA) "Distinguished Budget Presentation Award".

## Budget Changes

- A 2.5% salary increase is included in FY 16.
- Operating decreases due to the biennial Indirect Cost Study performed in FY 15.

## Positions

Title	Type	FTE
<i>Budget Analyst</i>	Full-time	3.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Intern</i>	Contractual	0.15
<i>Project Coordinator</i>	Full-time	2.00
<i>Senior Budget Analyst</i>	Full-time	1.00
<b>Total</b>		<b>7.15</b>

# Grants Management

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$99,112	\$104,790	\$99,350	\$100,600	-4.00%	1.26%
Benefits	40,389	24,300	23,880	23,530	-3.17%	-1.47%
Operating	4,121	7,390	7,390	7,410	0.27%	0.27%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$143,622</b>	<b>\$136,480</b>	<b>\$130,620</b>	<b>\$131,540</b>	<b>-3.62%</b>	<b>0.70%</b>
<b>Employees FTE</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Deborah Standiford, Grants Manager (410) 386-2082

Evan Cook, Budget Analyst (410) 386-2082

<http://ccgovernment.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.

The Grantsline, a monthly newsletter published by Grants Management, contains current Federal, State, and philanthropic grant opportunities.

## Program Highlights

	FY 12	FY 13	FY 14
Grant Applications	72	59	93
Grants Awarded	49	52	68
Grants Denied	9	2	24
Grants Pending	14	5	1
Award Dollars	\$8,966,264	\$6,228,910	\$8,279,665

## Budget Changes

- The decrease from FY 15 Original to Adjusted is due to employee turnover.
- A 2.5% salary increase is included in FY 16.

## Positions

Title	Type	FTE
Grants Manager	Full-time	1.00
Grants Analyst	Full-time	1.00
<b>Total</b>		<b>2.00</b>

# Risk Management

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$193,488	\$210,650	\$210,460	\$215,730	2.41%	2.50%
Benefits	696,102	733,230	1,333,220	95,080	-87.03%	-92.87%
Operating	836,463	1,222,220	902,220	1,906,040	55.95%	111.26%
Capital	0	3,000	3,000	3,000	0.00%	0.00%
<b>Total</b>	<b>\$1,726,053</b>	<b>\$2,169,100</b>	<b>\$2,448,900</b>	<b>\$2,219,850</b>	<b>2.34%</b>	<b>-9.35%</b>
<b>Employees FTE</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation and other operating expenses. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Cecelia Devilbiss, Risk Manager (410) 386-2082

Evan Cook, Budget Analyst (410) 386-2082

<http://ccgovernment.carr.org/ccg/riskman/>

## Mission and Goals

Risk Management works to prevent adverse events and to control the costs of events that do occur which 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.

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to Workers Compensation.
- A 2.5% salary increase is included in FY 16.
- Operating increases due to the transfer to the newly established Workers Comp Internal Service Fund. This is offset by a decrease in Benefits.

## Positions

Title	Type	FTE
<i>Risk Management Specialist</i>	Full-time	1.00
<i>Risk Management Technician</i>	Full-time	1.00
<i>Risk Manager</i>	Full-time	1.00
<i>Safety and Training Coordinator</i>	Full-time	1.00
<b>Total</b>		<b>4.00</b>

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# **Technology Services**

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# Technology Services Summary

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	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Technology Services	\$3,650,984	\$3,875,970	\$3,885,360	\$4,234,900	9.26%	9.00%
Production and Distribution	423,106	456,870	457,550	460,730	0.84%	0.70%
<b>Total Technology Services</b>	<b>\$4,074,089</b>	<b>\$4,332,840</b>	<b>\$4,342,910</b>	<b>\$4,695,630</b>	<b>10.11%</b>	<b>9.69%</b>

## Mission and Goals

The Bureau 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 in order 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 all County government facilities.
- In FY 14, Technology Services upgraded the County's virtual servers, storage and backup infrastructure.
- Other technology initiatives planned include an upgrade of the County wireless (Wi-Fi) infrastructure, a replacement Payroll / Human Resources system and a replacement Collections System.

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to salary adjustments.
- Technology Services increases due to security software upgrades, professional training, contracted developer services and equipment for the Drug Enforcement Support Program.

# Technology Services

Description	Actual FY 14	Original	Adjusted	Budget FY 16	% Change	% Change
		Budget FY 15	Budget FY 15		From Orig. FY 15	From Adj. FY 15
Personnel	\$1,531,030	\$1,837,770	\$1,846,500	\$1,893,800	3.05%	2.56%
Benefits	894,145	477,310	477,970	498,120	4.36%	4.22%
Operating	1,190,734	1,503,590	1,503,590	1,705,690	13.44%	13.44%
Capital	35,075	57,300	57,300	137,290	139.60%	139.60%
<b>Total</b>	<b>\$3,650,984</b>	<b>\$3,875,970</b>	<b>\$3,885,360</b>	<b>\$4,234,900</b>	<b>9.26%</b>	<b>9.00%</b>
<b>Employees FTE</b>	<b>28.75</b>	<b>30.75</b>	<b>30.75</b>	<b>30.75</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation, while some operating and capital expenditures were allocated to individual budgets. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Mark Ripper, Director (410) 386-2056**  
**Lynn Karr, Budget Analyst (410) 386-2082**  
<http://ccgovernment.carr.org/ccg/infotech/>

- In FY 14, the position of Bureau Chief of Technology Services was created, allowing more proactive planning for future technology projects to improve operations for County departments and agencies.

## 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 15 Original to Adjusted is due to salary adjustments.
- A 2.5% salary increase is included in FY 16.
- Operating increases due to security software upgrades, professional training and contracted developer services.
- Capital increases primarily due to tablets for the inspectors in Permits and Inspections, and equipment for the Drug Enforcement Support Program.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Administrator</i>	Full-time	1.00
<i>Applications and Program Mgr.</i>	Full-time	1.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Client Services Analyst</i>	Full-time	4.75
<i>Client Services Support Analyst</i>	Full-time	1.00
<i>Computer Operations Technician</i>	Full-time	1.00
<i>Computer Operator</i>	Full-time	1.00
<i>Enterprise GIS and Database Mgr.</i>	Full-time	1.00
<i>Enterprise GIS Analyst</i>	Full-time	2.00
<i>Graphic Designer/Media Specialist</i>	Full-time	1.00
<i>Network Analyst</i>	Full-time	3.00
<i>Network Manager</i>	Full-time	1.00
<i>Network Security Engineer</i>	Full-time	1.00
<i>Network Technician</i>	Full-time	1.00
<i>Programmer Analyst</i>	Full-time	3.00
<i>Repair Technician</i>	Full-time	2.00
<i>Senior Programmer Analyst</i>	Full-time	3.00
<i>Systems and Client Service Mgr.</i>	Full-time	1.00
<b>Total</b>		<b>30.75</b>



# Production and Distribution Services

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$111,508	\$114,730	\$115,280	\$118,130	2.96%	2.47%
Benefits	67,535	33,460	33,590	33,920	1.37%	0.98%
Operating	244,063	308,680	308,680	308,680	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$423,106	\$456,870	\$457,550	\$460,730	0.84%	0.70%
<b>Employees FTE</b>	3.00	3.00	3.00	3.00	-----	-----

Note: FY 14 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Mark Ripper, Director (410) 386-2056  
Lynn Karr, 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 4.5 million copies are made each year.
- Approximately 300,000 pieces of mail are distributed on an annual basis and delivered daily to 52 locations.
- More than 135,000 square feet of blueprints/whiteprints are copied annually.

## Budget Changes

A 2.5% salary increase is included in FY 16.

## Positions

Title	Type	FTE
<i>Distribution Technician</i>	Full-time	2.00
<i>PDS Supervisor</i>	Full-time	1.00
<b>Total</b>		3.00

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## **General Government Other**

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# General Government Other Summary

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	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Administrative Hearings	\$121,767	\$82,610	\$82,840	\$83,450	1.02%	0.74%
Audio Video Production	199,768	143,130	147,600	157,750	10.21%	6.88%
Board of Elections	613,099	803,670	803,670	1,042,810	29.76%	29.76%
Board of License Commissioners	80,640	85,880	85,460	85,550	-0.38%	0.11%
County Commissioners	1,209,098	1,053,800	1,008,350	1,002,060	-4.91%	-0.62%
<b>Total General Government Other</b>	<b>\$2,224,373</b>	<b>\$2,169,090</b>	<b>\$2,127,920</b>	<b>\$2,371,620</b>	<b>9.34%</b>	<b>11.45%</b>

## 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.
- 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>
- 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 07	FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14
\$203,651	\$209,363	\$207,614	\$210,610	\$214,426	\$208,787	\$216,212	\$201,549

## Budget Changes

- Board of Elections increases due to costs associated with the new optical scan voting system.
- County Commissioners decreases from FY 15 Original to Adjusted due to employee turnover.

# Administrative Hearings

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$72,444	\$42,160	\$42,370	\$43,430	3.01%	2.50%
Benefits	36,449	14,400	14,420	14,630	1.60%	1.46%
Operating	12,875	26,050	26,050	25,390	-2.53%	-2.53%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$121,767	\$82,610	\$82,840	\$83,450	1.02%	0.74%
<b>Employees FTE</b>	1.00	1.00	1.00	1.00	-----	-----

Note: FY 14 Actuals include a health and fringe allocation and other operating expenses. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jo Vance, Admin. Hearings Coordinator (410) 386-2094**

**Evan Cook, Budget Analyst (410) 386-2082**

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

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 2.5% salary increase is included in FY 16.

## 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.

## Positions

Title	Type	FTE
<i>Admin. Hearing Coordinator</i>	Full-time	1.00
<b>Total</b>		1.00

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 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 Overlay prior to changes being made to any property within the Historic District Overlay 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 applications for conditional uses and variances for properties located within the Historic District Overlay.

# Audio Video Production

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$83,524	\$97,260	\$101,410	\$102,370	5.25%	0.95%
Benefits	63,084	29,620	29,940	30,280	2.23%	1.14%
Operating	6,679	1,100	1,100	1,100	0.00%	0.00%
Capital	46,481	15,150	15,150	24,000	58.42%	58.42%
<b>Total</b>	<b>\$199,768</b>	<b>\$143,130</b>	<b>\$147,600</b>	<b>\$157,750</b>	<b>10.21%</b>	<b>6.88%</b>
Employees FTE	2.38	2.38	2.63	2.63	-----	-----

Note: FY 14 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Chris Swam, Media Production Specialist (410) 386-2801**

**Lynn Karr, 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, Cable Channel 24 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; creating and presenting programs to expand citizen awareness; and facilitate 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 Comcast 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 November 2014, began streaming live meetings on the YouTube Channel, in addition to continuing the Live stream on the Meeting Portal government website. The YouTube stream allows better viewing for citizens with lower bandwidth Internet connections.
- Produced an ADA-compliant videotaped tour of the Union Mills House and Grist Mill to provide a programming alternative for guests with disabilities.
- Carroll County Government YouTube channel received 9,781 views in FY 14.
- The Meeting Portal for Carroll County Government has received over 22,250 visits to watch live or archived Board and Commission meetings.
- The County Government Access Channel 24 on Comcast broadcast 405 programs in the past year, providing 857 hours of programming.
- There were 1,721 bulletins created and aired on Comcast Channel 24 in FY 14.

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to an increase in contractual hours.
- A 2.5% salary increase is included in FY 16.
- Capital increases due to the first of six robotic camera replacements.

## Positions

Title	Type	FTE
<i>Media Production Specialist</i>	Full-time	1.00
<i>Media Technician</i>	Contractual	0.63
<i>Media Technician</i>	Full-time	1.00
<b>Total</b>		<b>2.63</b>

# Board of Elections

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$10,854	\$14,000	\$14,000	\$19,340	38.14%	38.14%
Benefits	828	1,100	1,100	1,480	34.55%	34.55%
Operating	601,349	788,270	788,270	1,021,690	29.61%	29.61%
Capital	67	300	300	300	0.00%	0.00%
<b>Total</b>	<b>\$613,099</b>	<b>\$803,670</b>	<b>\$803,670</b>	<b>\$1,042,810</b>	<b>29.76%</b>	<b>29.76%</b>
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

Gail Carter, Director (410) 386-2080

Robin Hooper, Management and Budget Project

Coordinator (410) 386-2082

<http://ccgovernments.carr.org/ccg/electionboard/Default.aspx>

## Mission and Goals

The Board of Elections' mission is to provide the citizens of Carroll County convenient access to voter registration and accessible polling locations, promote fair and equitable elections, ensure that the voice of the people can be heard, and to maintain all election-related data accurately. The mission is accomplished by faithfully and efficiently administering the election laws of the State of Maryland and the United States, including aggressively pursuing the registration of all eligible County citizens and actively encouraging them to exercise their right to vote.

### Goals include:

- To notify all registered voters in the County of their Commissioner Districts
- To educate the voting public in the processes and regulations related to elections through the media public forums

## Description

The Carroll County Board of Elections is responsible for all Federal, State and County elections. The Board consists of five regular board members and two substitute members. The Governor appoints each member to a four-year term. The Board of Elections hires and trains Election Judges and maintains all records of voter registration, name changes, addresses and party affiliation. As of December 2014, there were 113,901 active voters in Carroll County.

## Program Highlights

Following is a history of voter activity:

	CY 11	CY 12	CY 13	CY 14
<b>Registrations</b>	4,451	10,277	6,287	5,839
<b>Address Changes</b>	2,837	15,362	9,004	7,678
<b>Name Changes</b>	1,003	3,745	2,246	2,532
<b>Deletions</b>	5,132	6,446	5,548	6,091
<b>Affiliation Changes</b>	691	2,630	2,630	3,494
<b>Total</b>	14,114	38,460	25,715	25,634

## Budget Changes

- Personnel increases due to the number of members changing from three to five on the Election Board.
- Operating increases due to costs associated with the new optical scan voting system.

# Board of License Commissioners

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$46,254	\$65,690	\$65,300	\$62,240	-5.25%	-4.69%
Benefits	31,757	16,120	16,090	15,980	-0.87%	-0.68%
Operating	2,629	4,070	4,070	7,330	80.10%	80.10%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$80,640</b>	<b>\$85,880</b>	<b>\$85,460</b>	<b>\$85,550</b>	<b>-0.38%</b>	<b>0.11%</b>
<b>Employees FTE</b>	<b>1.00</b>	<b>1.55</b>	<b>1.55</b>	<b>1.38</b>	<b>-----</b>	<b>-----</b>

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Jo Vance, Admin. Hearings Coordinator (410) 386-2094

Evan Cook, Budget Analyst (410) 386-2082

<http://ccgovernments.carr.org/ccg/license/default.asp>

## Positions

Title	Type	FTE
Inspector	Contractual	0.38
Inspector	Full-time	1.00
<b>Total</b>		<b>1.38</b>

## 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 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 10	FY 11	FY 12	FY 13	FY 14
\$210,610	\$214,426	\$208,787	\$216,212	\$201,549

## Budget Changes

- A 2.5% salary increase is included in FY 16.
- Personnel decreases due to reduction in hours from 20 to 15 per week for a contractual inspector.
- Operating increases due to expenses associated with a contractual inspector position.

# County Commissioners

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$795,073	\$749,450	\$708,590	\$766,130	2.23%	8.12%
Benefits	359,976	185,390	180,800	165,470	-10.74%	-8.48%
Operating	53,500	118,460	118,460	69,960	-40.94%	-40.94%
Capital	550	500	500	500	0.00%	0.00%
<b>Total</b>	<b>\$1,209,098</b>	<b>\$1,053,800</b>	<b>\$1,008,350</b>	<b>\$1,002,060</b>	<b>-4.91%</b>	<b>-0.62%</b>
Employees FTE	14.25	14.61	14.88	14.88	-----	-----

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Roberta Windham, County Administrator (410) 386-2043**

**Evan Cook, 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. Click on 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 citizens 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 decrease from FY 15 Original to Adjusted is due to employee turnover.
- A 2.5% salary increase is included in FY 16.
- Benefits decrease due to OPEB allocations.
- Operating decreases due to a one-time compensation study included in FY 15.

## Positions

Title	Type	FTE
<i>Administrative Coordinator</i>	Full-time	4.00
<i>Administrative Support</i>	Contractual	1.00
<i>County Administrator</i>	Full-time	1.00
<i>County Commissioner</i>	By-law	5.00
<i>Professional</i>	Contractual	2.88
<i>Project Analyst</i>	Full-time	1.00
<b>Total</b>		<b>14.88</b>



*Conservation and Natural  
Resources Appropriations*

# Conservation and Natural Resources Summary

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	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Extension Office of Carroll County	\$446,164	\$465,050	\$465,050	\$473,110	1.73%	1.73%
Gypsy Moth	4,305	30,000	30,000	30,000	0.00%	0.00%
Soil Conservation	520,284	423,860	404,880	399,970	-5.64%	-1.21%
Weed Control	40,898	35,740	35,740	40,000	11.92%	11.92%
<b>Total Conservation and Natural Resources</b>	<b>\$1,011,651</b>	<b>\$954,650</b>	<b>\$935,670</b>	<b>\$943,080</b>	<b>-1.21%</b>	<b>0.79%</b>

## Mission and Goals

The common mission of these agencies is to protect and conserve the County's natural resources.

### Goals include:

- Support Carroll County's agriculture industry
- Protect and take actions to preserve the County and State valuable natural resources
- Promote public awareness and education to maintain and improve residents' well-being and the quality and quantity of natural resources
- Control and eliminate threats to our natural resources

## Highlights, Changes, and Useful Information

- The agencies under Conservation and Natural Resources are primarily State agencies that have a funding partnership with the County. These agencies are not bound together by any formal structure and are grouped together for presentation purposes.
- With 92 projects completed, the Carroll County Soil Conservation District had more Maryland Agricultural Water Quality Cost-Share (MACS) Programs completed in FY 14 than any other County. The next closest County was Kent with 65.
- Weed Control charges for services but does not bill the County for spraying County right-of-way along roads.

## Budget Changes

- Weed Control increases due to spraying of noxious weeds. This is offset by an increase in revenue.
- Soil Conservation decreases due to employee turnover and operating expenses held flat.

# Extension Office of Carroll County

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	446,164	465,050	465,050	473,110	1.73%	1.73%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$446,164</b>	<b>\$465,050</b>	<b>\$465,050</b>	<b>\$473,110</b>	<b>1.73%</b>	<b>1.73%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Jeff Meyers, Area Extension Director (410) 386-2760  
 Cheryl Hill, Business Services Specialist (410) 386-2760  
 Christian Roop, Budget Analyst (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

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 at the UME Carroll County Office with the State primarily funding the rest.

There are seven educators and one Nutrient Management Advisor based in 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, one Clerk Typist, and an Information Technology Assistant who provide 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 & Natural Resources	Consumer Sciences
4-H Youth Development	Environmental Sciences
Family Development	Nutritional Sciences
Community Development and Leadership	

## Program Highlights

- The Nutrient Management Advisor prepared nutrient management plans for 16,409 acres in FY 14.
- In FY 14, the 4-H Youth Development Educator made contacts with 5,631 young people ranging from 5 to 18 years of age. A total of 35 community based 4-H Clubs had 916 enrolled.
- In FY 14, 230 youths participated in 4-H Camp, 7,500 4-H members entries were judged, and 714 members showed their exhibits at the 2014 Carroll County 4-H/FFA Fair.
- The Nutrition Educator provided 5,755 Educational contacts in the community to assist individuals and families with making healthy food and lifestyle choices.
- The Home Horticulture Educator provided at least 40 hours of initial training for each of the 13 new Master Gardeners. Trained Master Gardeners provide volunteer hours in Carroll County through special programs in schools, senior centers and other community venues.

## Budget Changes

Operating increases due to telephone and postage costs.

# Gypsy Moth

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	4,305	30,000	30,000	30,000	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$4,305</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>0.00%</b>	<b>0.00%</b>
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**  
**Christian Roop, Budget Analyst (410) 386-2082**  
[http://mda.maryland.gov/plants-pests/Pages/gypsy\\_moth\\_program.aspx](http://mda.maryland.gov/plants-pests/Pages/gypsy_moth_program.aspx)

## 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 Entomologist 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.

## Program Highlights

In FY 15:

- FPM plans to conduct greater than 500 gypsy moth egg mass surveys on private, State and County lands.
- Placed and monitored 30 purple prism traps to check for the presence of the Emerald Ash borer.
- Placed and monitored traps to check for the presence of the Sirex wood wasp and Walnut twig beetle.
- Conducted numerous visual surveys to detect Thousand Canker Disease of walnut trees.

# Soil Conservation District

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$262,214	\$268,820	\$251,200	\$257,480	-4.22%	2.50%
Benefits	197,171	91,990	90,630	79,440	-13.64%	-12.35%
Operating	60,899	63,050	63,050	63,050	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$520,284</b>	<b>\$423,860</b>	<b>\$404,880</b>	<b>\$399,970</b>	<b>-5.64%</b>	<b>-1.21%</b>
Employees FTE	6.00	6.00	6.00	6.00	-----	-----

Note: FY 14 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. 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  
Christian Roop, Budget Analyst (410) 386-2082  
<http://www.carrollsoil.com/>**

## 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 MD Department of Agriculture
- Various State and Federal Cost Share Programs
- MD Agricultural Land Preservation and Rural Legacy Programs
- MD Pond, Toxic Materials, and Sewage Sludge Laws
- MD Soil Erosion Control Regulations
- Grading and Sediment Control Ordinances of Carroll
- Sewage Sludge Management requirements

## 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 (MASCSD), 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.

Accordingly, the district has the duty of assisting in the prevention and control of soil erosion, sediment control, and the proper use of land.

## Program Highlights

- In FY 14, farmers in Carroll County completed 92 soil conservation capital projects, with assistance of \$768,259 from the Maryland Agricultural Water Quality Cost-Share Programs (MACS). Carroll's 92 projects were by far the most completed in the State as the next closest was Kent County with 65.
- In FY 14, Carroll farmers entered into 130 contracts to cover 26,171 acres through the Winter Cover Crop Program.

## Budget Changes

- The decrease from FY 15 Original to Adjusted is due to employee turnover.
- A 2.5% salary increase is included in the FY 16.
- Benefits decreases due to OPEB allocations.

## Positions

Title	Type	FTE
<i>Administrative Assistant</i>	Full-time	1.00
<i>Secretary</i>	Full-time	1.00
<i>Soil Conservation Planner</i>	Full-time	3.00
<i>Soil Conservation Technician</i>	Full-time	1.00
<b>Total</b>		<b>6.00</b>

While the County funds the salaries and benefits of six employees, the District is a separate governmental partner that hires and supervises its own staff. There are Federal and State employees within the CCSCD, but they do not receive County funding.

# Weed Control

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	40,898	35,740	35,740	40,000	11.92%	11.92%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$40,898</b>	<b>\$35,740</b>	<b>\$35,740</b>	<b>\$40,000</b>	<b>11.92%</b>	<b>11.92%</b>
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

**Christian Roop, Budget Analyst (410) 386-2082**

[http://mda.maryland.gov/plants-pests/Pages/noxious\\_weeds\\_in\\_md.aspx](http://mda.maryland.gov/plants-pests/Pages/noxious_weeds_in_md.aspx)

## Mission and Goals

The mission of the Carroll County Weed Control Program is to assist farmers and other landowners in the control and reduction of noxious weeds on their properties. These weeds threaten the productive land of farmers and causes unsightly and unwanted problems in lawns and homeowners' gardens. Thistles, Johnsongrass, shatter cane, and multi-flora rose have been declared prohibited noxious weeds in Maryland, and the Maryland Noxious Weed Law states they must be controlled by anyone owing or managing land within the State.

### 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 contracted 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 2014 growing season, the noxious weed spray program generated \$4,862 in revenues from private properties and \$56,190 in revenues from other State and County agencies.
- In 2014, spraying to reduce noxious weed infestations on County roads and County properties alone was valued at approximately \$15,790.
- 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.
- Responded to forty general public complaints about noxious weed infestations. A review of noxious weed complaints received in 2014 found that 60% of the public's 2013 complaints had been successfully resolved and did not repeat in 2014.

## Budget Changes

Operating increases due to spraying of noxious weeds. This is offset by an increase in revenue.

*Debt, Transfers, and Reserves  
Appropriations*

# Debt, Transfers and Reserves Summary

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	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Debt Service	\$25,363,195	\$26,845,910	\$26,845,910	\$27,220,370	1.39%	1.39%
Ag Preservation Debt Service	1,538,983	1,821,200	1,821,200	1,916,100	5.21%	5.21%
Intergovernmental Transfers	2,823,567	2,927,640	2,976,507	3,079,160	5.18%	3.45%
Interfund Transfers	11,390,494	7,760,377	7,760,377	9,755,500	25.71%	25.71%
Reserve for Contingencies	0	3,276,083	3,276,083	4,028,380	22.96%	22.96%
<b>Total Debt, Transfer and Reserves</b>	<b>\$41,116,239</b>	<b>\$42,631,210</b>	<b>\$42,680,077</b>	<b>\$45,999,510</b>	<b>7.90%</b>	<b>7.78%</b>

## Mission and Goals

The budgets in Debt, Transfers, and Reserves are a functional grouping for presentation purposes.

## Budget Changes

- Debt Service increases slightly due to bonds sold for the 800 MHz Digital Radio System and Pavement Management.
- Agricultural Land Preservation Debt Service increases due to planned Installment Purchase Agreement easement transactions.
- Intergovernmental Transfers increases due to State Aid for Fire and an NPDES compliance position, which are both offset in other budgets, as well as increased payments to Towns based on the Town Program formula.
- Interfund Transfers increases due to a one-time transfer of funds to establish the Risk Workers Compensation ISF.
- Reserve for Contingencies increases due to the addition of funding for the housing of prisoners offsite and funding for a Reserve for Positions.



# Debt Service

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	25,363,195	26,845,910	26,845,910	27,220,370	1.39%	1.39%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	25,363,195	26,845,910	26,845,910	27,220,370	1.39%	1.39%
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 15 received the following ratings:

Fitch AAA  
Standard & Poor's AAA  
Moody's Aa1

The Standard & Poor's rating was increased from AA+ to AAA in FY 14.

Due to its strong credit rating, the County was able to issue \$73,515,000 in new bonds in FY 15. The issue consists of \$15,000,000 in new debt and \$58,515,000 in refunded debt. The issue has a 20-year repayment schedule at 2.574%.

The primary uses of bonding are road construction and school projects.

## Budget Changes

Debt Service increases slightly due to bonds sold for capital projects, including the 911 Radio System and Pavement Management.

# Ag Land Preservation Debt Service

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	1,538,983	1,821,200	1,821,200	1,916,100	5.21%	5.21%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	1,538,983	1,821,200	1,821,200	1,916,100	5.21%	5.21%
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

Phillip Hager, Director of Land Use, Planning and  
Development (410) 386-2145  
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 5.25% annual interest for 20 years on the easement value.

## Budget Changes

Agricultural Land Preservation Debt Service increases in FY 16 due to planned Installment Purchase Agreement easement transactions in FY 15.

# Intergovernmental Transfers

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	2,823,567	2,927,640	2,976,507	3,079,160	5.18%	3.45%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	2,823,567	2,927,640	2,976,507	3,079,160	5.18%	3.45%
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 County provides a number of revenues to Carroll County municipalities. The Bank Shares Tax, Road Grant, and State Aid to Fire Protection are all pass through revenues from the State. The County provides liquor and building permit services, and then 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 to 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.

## Budget Changes

- Operating increases from the FY 15 Original to Adjusted due to a transfer of the NPDES compliance position to the Watershed Protection and Restoration Fund. The salary for this position is paid by the towns.
- Operating increases due to the town program formula and an increase in State Aid for Fire Protection, which is offset by an increase in general fund revenues.
- The Town Program is formula driven based on town populations and the inflation rate.

# Interfund Transfers

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	11,390,494	7,760,377	7,760,377	9,755,500	25.71%	25.71%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	11,390,494	7,760,377	7,760,377	9,755,500	25.71%	25.71%
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

Operating increases due to a one-time transfer of funds to establish the Risk Workers Compensation ISF.

## 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.

Enterprise funds are funded primarily by collections of fees for services provided.

Included in the inter-fund transfer:

Aging Grants	\$71,750
Carroll Community College – Adult Basic Ed.	300,000
Citizen Services – Transportation Grant	1,015,000
Court’s Grant	93,940
Health Department Grant	4,000
Housing	23,000
Local Management Board Grant	57,000
Recreation Grant	8,100
Sheriff Services Grants	48,990
Solid Waste Enterprise Fund – Operating	2,415,000
State’s Attorney Office Grant	313,770
Transfer to Capital	3,136,950
Utilities Enterprise Fund – Operating	189,350
Transfer to Risk Internal Service Fund – Workers Compensation	2,078,650

For a description of the programs and services these funds support, see the Grant Fund section and Enterprise Fund section Community Investment Plan Budget book.

# Reserve for Contingencies

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	0	0	0	0	0.00%	0.00%
Capital	0	3,276,083	3,276,083	4,028,380	22.96%	22.96%
<b>Total</b>	0	3,276,083	3,276,083	4,028,380	22.96%	22.96%
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 snow removal 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.
- Reserve for Contingencies increases due to the addition of funding for the contractual offsite housing of inmates and funding for a Reserve for Positions.

*Capital Fund*

# **A Quick Guide to the FY 16 – 21 Community Investment Plan Department of Management and Budget**

## **Introduction**

The combined Proposed 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 Public Hearing on the Budget is scheduled in the Scott Center of Carroll Community College for 7:00 p.m. on May 7, 2015. Management and Budget will meet with the Commissioners later in May to develop the Commissioner's Adopted Budget. Budget adoption is scheduled in Room 311 of the County Office Building on May 26, 2015. The Recommended Budget and the Proposed Budget will be available online at <http://ccgovernment.carr.org/ccg/budget>. Page numbers below reference the FY 16 – 21 Community Investment Plan Proposed Budget Book.

### **Revenues (23-27)**

- Total Capital Fund revenues are budgeted at \$52.9M in FY 16. This is an increase from the FY 15 Total Capital Fund budget of \$48.3 M.
- 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 school's operating budget. The percentage grows to 7.59% in FY 18 and 8.09% in FY 19, with a return to normal levels in FY 20.
- In FY 16, the largest sources of revenue are \$15.9M in Bonds and \$12.6M in Local Income Tax. The bonds are primarily used for funding infrastructure projects. The Local Income Tax is primarily 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 17 due to the County having met capacity needs.
- The entire \$1.1M State allocation of Highway User Revenue for FY 16 is directly appropriated to the Capital Fund for road maintenance.

### **Public Schools (45-68)**

- Carroll County Career and Technology Center – New (55) – This project provides planned funding of \$60M in FY 19 – FY 20 for design and construction of a new Career and Technology Center to replace an aging school.

- High School Science Room Renovations (56) – This project provides \$5.3M in planned funding for the renovations of science classrooms at North Carroll, Westminster, South Carroll, and Liberty High Schools in FY 18 and 19.
- Career and Technology Center Roof Replacement (57) – This project provides \$2.5M in FY 16 for a roof replacement at the Career and Technology Center.
- Relocatable Classroom Removal (61) – This project provides \$0.5M in funding throughout the six years for removing relocatable classrooms from various schools sites where they are no longer needed.

### **Conservation and Open Space (69-76)**

- Agricultural Land Preservation (73) – Total funding for Agricultural Land Preservation for FY 16–21 is \$33.6M and includes funding for easements and debt service to landowners participating in Installment Purchase Agreements. Generally, 2.25% of the property tax is dedicated to this project and debt service on IPAs. New appropriations have been reduced by \$2.0M in each FY 16 and FY 17, drawing down the existing balance.
- Storm Water Facility Renovation (75) – \$2.0M is planned in FY 16–21 for the rehabilitation or reconstruction of existing County-owned storm water management facilities.
- Watershed Assessment & Improvements – National Pollutant Discharge Elimination System (NPDES) (76) – \$22.6M is planned in the FY 16–21 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 (77-103)**

- Unpaved Roads (84) – Funding of \$.04M is included in FY 16 for improvements to unpaved roads.
- Johnsville Road Sidewalk (85) – Funding of \$0.2M is planned in FY 17 for construction of a sidewalk along Johnsville Road in the Freedom area. The project will provide a continuous connection to Eldersburg Elementary School, Liberty High School, residential neighborhoods, and the commercial corridor along MD 32 (Sykesville Road) via Bartholow Road.
- Ramp and Sidewalk Upgrades (90) – Funding of \$0.7M is planned in FY 17 – 21 for improvements to upgrade or replace non-compliant sidewalk ramps.
- Storm Drain Inspection (92) – Funding of \$0.5M is planned beginning in FY 19 for inspection of the storm drain pipe system. Subsequent funding will be included to address repairs or replacements.
- Bear Run Road over Bear Branch (96) – Funding of \$0.2M is planned in FY 21 for bridge replacement. Additional funding will be included outside the plan for replacement of the structure.

### **Culture and Recreation (105-124)**

- Bark Hill Park Improvements (109) – Funding of \$0.5M is planned in FY 18 for a playground, pavilion, an ADA walkway and field renovations at Bark Hill Park.



- Double Pipe Creek Boat Ramp (113) – Funding of \$0.1M is planned for FY 18 to create an accessible and improved entrance into the Double Pipe Creek waterway.
- Gillis Falls Trail I (114) – Funding of \$0.4M is planned in FY 19 to establish a crushed stone pedestrian trail connecting Salt Box Park to the Equestrian Center.
- Gillis Falls Trail II (115) – Funding of \$0.5M is planned in FY 21 to establish a crushed stone pedestrian trail connecting Salt Box Park to Gillis Road.
- Sports Complex Lighting (119) – This project provides planned funding in FY 18 of \$0.6M for replacement lights on softball/baseball fields #1, #2 and #3, and new lights on soccer field #1. Planned funding of \$0.4M in FY 19 is for new lights on softball/baseball fields #4 and #5.
- Westminster Veterans Memorial Park (123) – This project provides funding of \$2.5M in FY 16 for the construction of a 32-acre park in the Westminster area. Design includes three multi-purpose fields, a one-mile walking trail and parking areas. Planned funding of \$0.3M in FY 17 is included for park equipment.
- Union Mills Ongoing Restoration (124) – This project provides funding of \$0.1M in FY 16 for maintenance and repair work to the Main House.

#### **General Government (125-148)**

- Army Reserve Renovation (129) – Funding of \$6.0M is included in FY 16 and FY 17 for renovations to the former Army Reserve building.
- Carroll Community College – Systemic Renovations (130) – This project provides funding of \$2.5M in FY 18 for upgrades to the fire alarm system and HVAC replacements.
- County Phone System Replacement (133) – This project provides funding of \$0.1M in FY 16 to replace the existing County government phone system with a new Voice Over IP system. Prior allocation of \$0.9M was funded in FY 12.
- County Technology (134) – Funding of \$4.6M is planned in FY 16 – 21 for systematic replacement of County government information and communication systems.
- Courthouse Annex Renovation (135) – This project provides funding of \$0.2M for renovation to 1,200 square feet at the Courthouse Annex. The State’s Attorney’s Office will be moving and that space will be renovated for use by the Circuit Court.
- Energy Performance Phase III (136) – This project provides funding of \$4.5M for improvements to County facilities, including lighting, mechanical upgrades, and conservation efforts.
- Information Technology System Replacement (139) – This project provides funding of \$0.3M in FY 16 for conversion of the Collections System from the HP3000 to a Windows-based platform. Prior allocation of \$2.6M was funded in previous years and included other system replacements.
- Infrastructure Planning Studies (140) – The project provides \$0.2M in FY 16 – FY 21 to perform studies needed to develop infrastructure projects. Studies may include feasibility, impact and conceptual design.
- Payroll/Human Resources System Replacement (144) – This project provides funding of \$1.0M in FY 16 for conversion of the Payroll/Human Resources System from the HP3000 to a Windows-based platform.

- Taneytown Senior Center – Additional Parking (147) – This project provides funding to expand the parking lot at the Taneytown Senior and Community Center.

#### **Solid Waste Enterprise Fund (165-171)**

- The Solid Waste Enterprise CIP FY 16 – 21 includes \$0.6M for maintenance and remediation at Northern, Barkhill, Hodges, and Hoods Mill landfills. Northern is the only active County landfill and Barkhill, Hodges and Hoods Mills are closed. The Environmental Protection Agency requires a landfill be monitored and maintained for a minimum of thirty years after closing. This funding is used to control the movement, for proper handling of the gas and groundwater around the landfills, and repairs to the site.

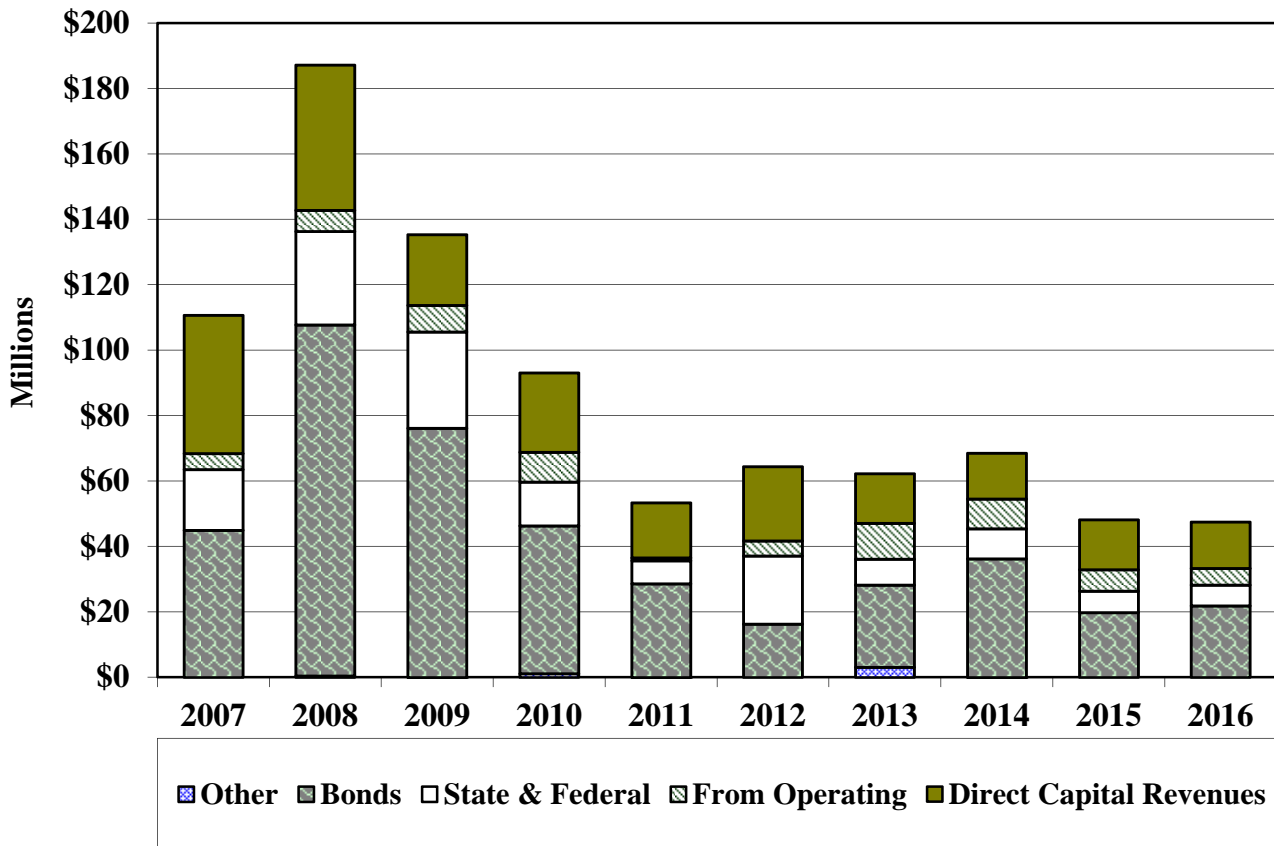
#### **Utilities Enterprise Fund (173-197)**

- Freedom District – Relief Sewer No. 2 (176) – This project provides \$1.4M in planned funding to replace the existing eight-inch sewer main with a sixteen-inch main in the vicinity of the Carroll Highlands and Harvest Farms developments to the Carroll Highlands Pump Station.
- Freedom District – Relief Sewer No. 10 (Sykesville Interceptor) (178) – This project provides \$0.5M in planned funding for the upgrade and repair of the 12-inch sewer main that runs parallel to the railroad tracks and the South Branch Patapsco River.
- Freedom WWTP Enhanced Nutrient Removal (179) – Funding of \$2.0M is provided in FY 16 to replace the sludge press.
- Gravity Sewer Main - Houcksville Rd to Treatment Plant (180) – Funding of \$1.7M is planned to install a ten-inch force main from an existing force main on Houcksville Road near MD 30 along MD 88 for approximately 2,600 feet, then southeast an additional 3,100 feet to the north side of the Hampstead Wastewater Treatment Plant.
- Hampstead WWTP Enhanced Nutrient Removal (181) – This project provides \$15.3M in funding for the required upgrade at the Hampstead Wastewater Treatment Plant. The Maryland Department of the Environment (MDE) is requiring this wastewater treatment facility to meet the Enhanced Nutrient Removal (ENR) effluent limits.

## FY 14 - FY 16 Capital Fund Revenues

Revenue Source	Fiscal Year			\$ Change FY 15 to FY 16
	2014 Budget	2015 Budget	2016 Budget	
<b>Local</b>				
Transfer from General Fund	\$8,647,566	\$5,670,887	\$3,136,950	(\$2,533,937)
Local Income Tax	13,301,315	13,488,119	12,568,090	(920,029)
Property Tax	206,400	0	727,220	727,220
Bonds	35,644,791	9,672,746	15,898,480	6,225,734
Non-Cash Notes	0	0	4,536,851	4,536,851
Reallocated Bonds	419,052	10,131,050	5,900,712	(4,230,338)
Reallocated General Fund Transfer	443,035	936,004	1,932,965	996,961
Land Sales	0	225,000	336,919	111,919
Reallocated Property Tax	290,000	1,223,171	38,126	(1,185,045)
Impact Fee - Parks	0	318,000	500,000	182,000
Impact Fee - Schools	183,657	0	0	0
Ag Transfer Tax	25,000	30,000	425,000	395,000
<b>LOCAL TOTAL</b>	<b>\$59,160,816</b>	<b>\$41,694,977</b>	<b>\$46,001,313</b>	<b>\$4,306,336</b>
<b>State</b>				
Highway Administration	\$176,000	\$192,700	\$176,000	(\$16,700)
Library Development	157,000	0	0	0
School Construction	6,520,000	3,915,000	2,276,000	(1,639,000)
Agriculture Preservation (MALPF)	1,250,000	1,250,000	500,000	(750,000)
Highway User Revenue	1,000,000	1,050,000	1,206,008	156,008
Reallocated Program Open Space	99,900	0	0	0
Program Open Space	0	91,800	2,048,150	1,956,350
<b>STATE TOTAL</b>	<b>\$9,202,900</b>	<b>\$6,499,500</b>	<b>\$6,206,158</b>	<b>(\$293,342)</b>
<b>Federal</b>				
Federal Highway/Bridge	\$0	\$0	\$160,000	\$160,000
<b>FEDERAL TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$160,000</b>	<b>\$160,000</b>
<b>Other</b>				
Municipal	\$0	\$0	\$516,000	\$516,000
Grants	136,300	16,000	0	(16,000)
Reallocated Developer Contribution	0	100,000	0	(100,000)
<b>OTHER TOTAL</b>	<b>\$136,300</b>	<b>\$116,000</b>	<b>\$516,000</b>	<b>\$400,000</b>
<b>TOTAL REVENUES</b>	<b>\$68,500,016</b>	<b>\$48,310,477</b>	<b>\$52,883,471</b>	<b>\$4,572,994</b>

# Capital Fund Revenues



This chart shows the capital budget by revenue source for fiscal years 2007 to 2016.

**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.

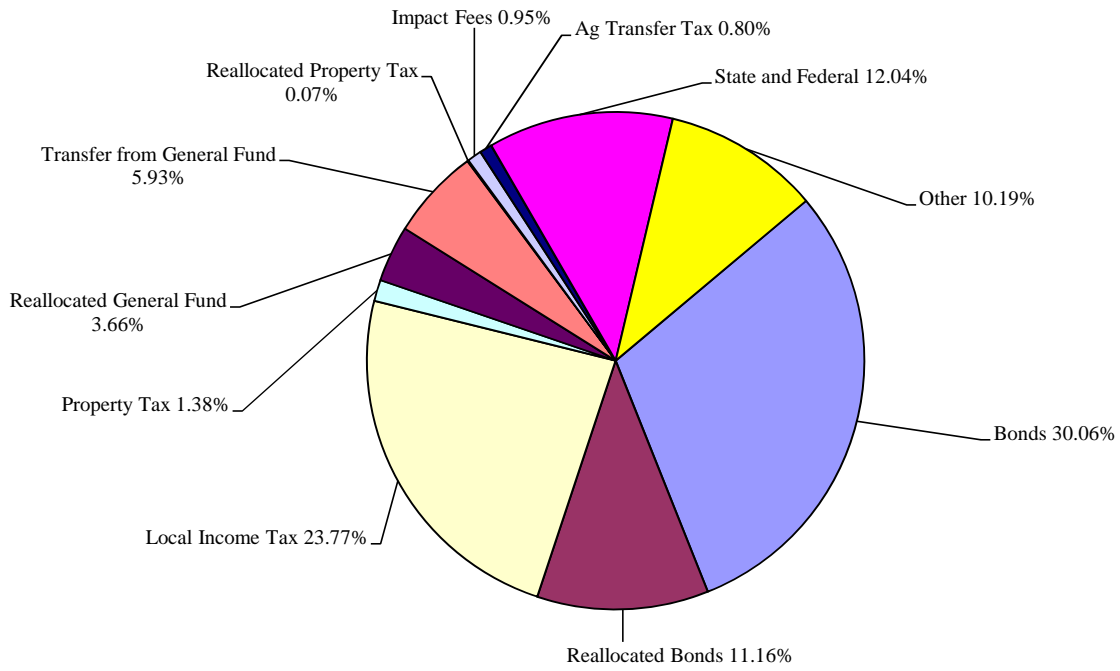
**Direct Capital Revenues** include funds earmarked by the Commissioners for use in the Capital Fund. These revenues are appropriated directly to the Capital Fund rather than being transferred from the General Fund. Approximately 7.1% of Local Income Tax collected is appropriated for school construction. Approximately 2.25% of Real Property tax is dedicated to agricultural preservation. In Fiscal Years 2007 - 2008, an additional \$25 million and \$19 million, respectively, in Real Property Tax was appropriated directly to the Capital Fund.

**Other** consists of revenues such as grants, developer contributions, and private and community contributions.

# Capital Fund Revenues

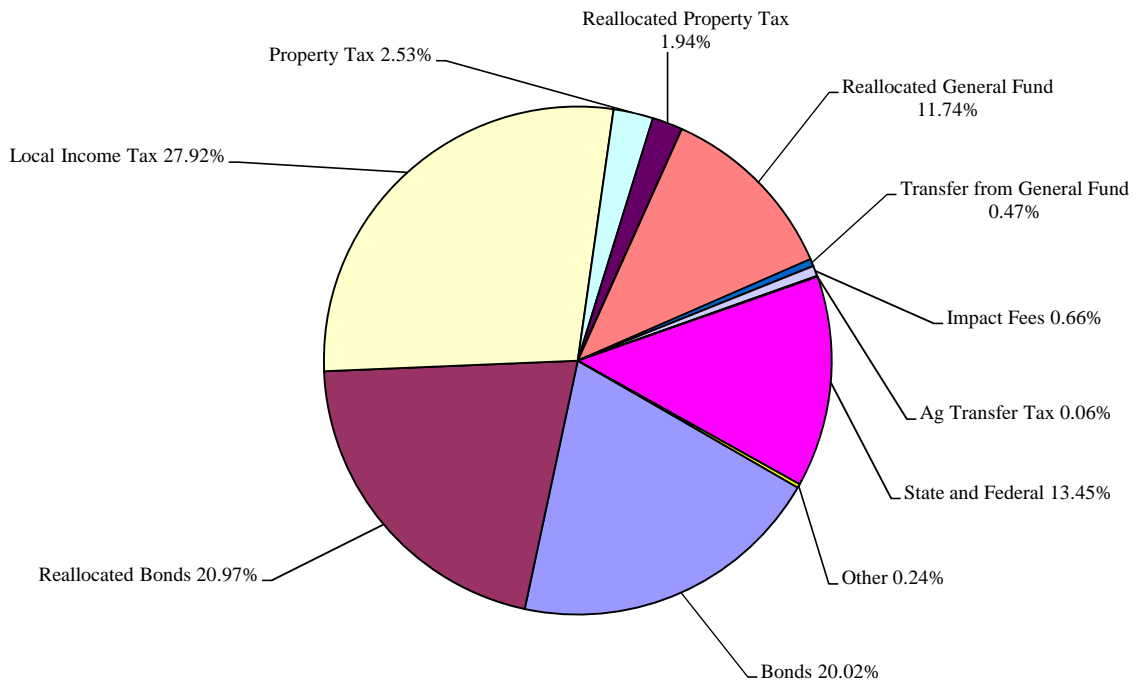
Fiscal Year 2016 Budget

\$52,883,471



Fiscal Year 2015 Budget

\$48,310,477



# FY 14 - FY 16 Capital Fund Appropriations

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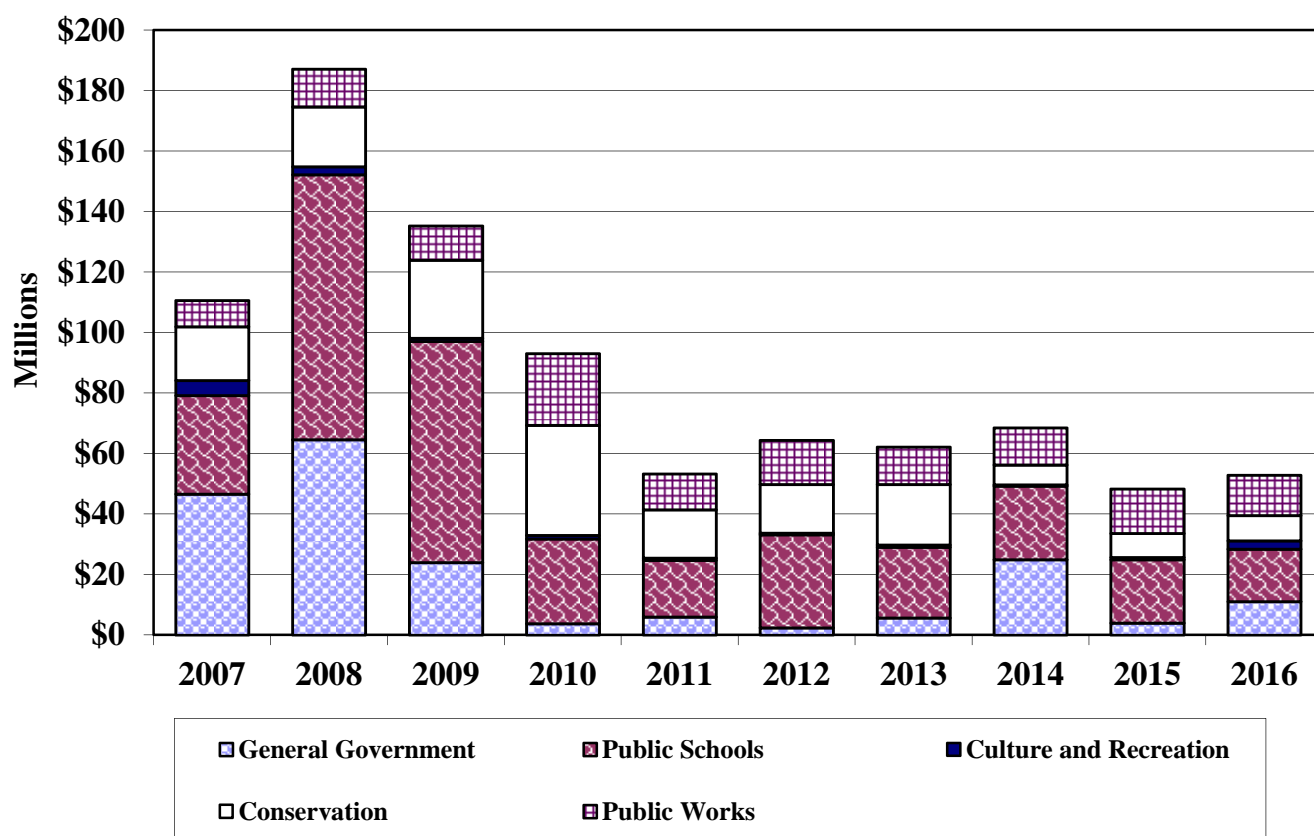
Appropriation Area	Fiscal Year			\$ Change FY 15 to FY 16
	2014 Budget	2015 Budget	2016 Budget	
Public Schools	\$24,247,315	\$20,886,119	\$17,338,090	(\$3,548,029)
Conservation and Open Space	6,584,700	7,921,300	8,256,520	335,220
Public Works	12,235,501	14,744,200	13,412,545	(1,331,655)
Culture and Recreation	466,000	762,600	2,807,793	2,045,193
General Government	24,966,500	3,996,258	11,068,523	7,072,265
<b>Total Appropriations</b>	<b>\$68,500,016</b>	<b>\$48,310,477</b>	<b>\$52,883,471</b>	<b>\$4,572,994</b>

## FY 14 - FY 16 Capital Fund Appropriations

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Appropriation Area	Fiscal Year			\$ Change FY 15 to FY 16
	2014 Budget	2015 Budget	2016 Budget	
<b><u>Public Schools</u></b>	\$24,247,315	\$20,886,119	\$17,338,090	(\$3,548,029)
<b><u>Conservation and Open Space</u></b>	\$6,584,700	\$7,921,300	\$8,256,520	\$335,220
<b><u>Public Works</u></b>				
Roads	\$12,091,001	\$14,465,000	\$12,670,245	(\$1,794,755)
Bridges	144,500	279,200	742,300	463,100
<b>Public Works Total</b>	<b>\$12,235,501</b>	<b>\$14,744,200</b>	<b>\$13,412,545</b>	<b>(\$1,331,655)</b>
<b><u>Culture and Recreation</u></b>	<b>\$466,000</b>	<b>\$762,600</b>	<b>\$2,807,793</b>	<b>\$2,045,193</b>
<b><u>General Government</u></b>				
County Facilities	\$1,690,500	\$3,005,458	\$10,218,523	\$7,213,065
Criminal Justice/Public Safety	21,800,000	0	260,000	260,000
Carroll Community College	500,000	820,000	300,000	(520,000)
Libraries/Senior Centers	976,000	170,800	290,000	119,200
<b>General Government Total</b>	<b>\$24,966,500</b>	<b>\$3,996,258</b>	<b>\$11,068,523</b>	<b>\$7,072,265</b>
<b>Total Appropriations</b>	<b>\$68,500,016</b>	<b>\$48,310,477</b>	<b>\$52,883,471</b>	<b>\$4,572,994</b>

# Capital Fund Appropriations



This chart shows appropriations to the five principal aggregations in the Capital Budget for Fiscal Years 2007 through 2016.

**Public Schools** includes school construction, renovation, and modernization projects.

**Conservation** includes agricultural preservation and easement programs, NPDES compliance projects, water development, 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, Self-Help projects, park restoration and Union Mills Homestead.

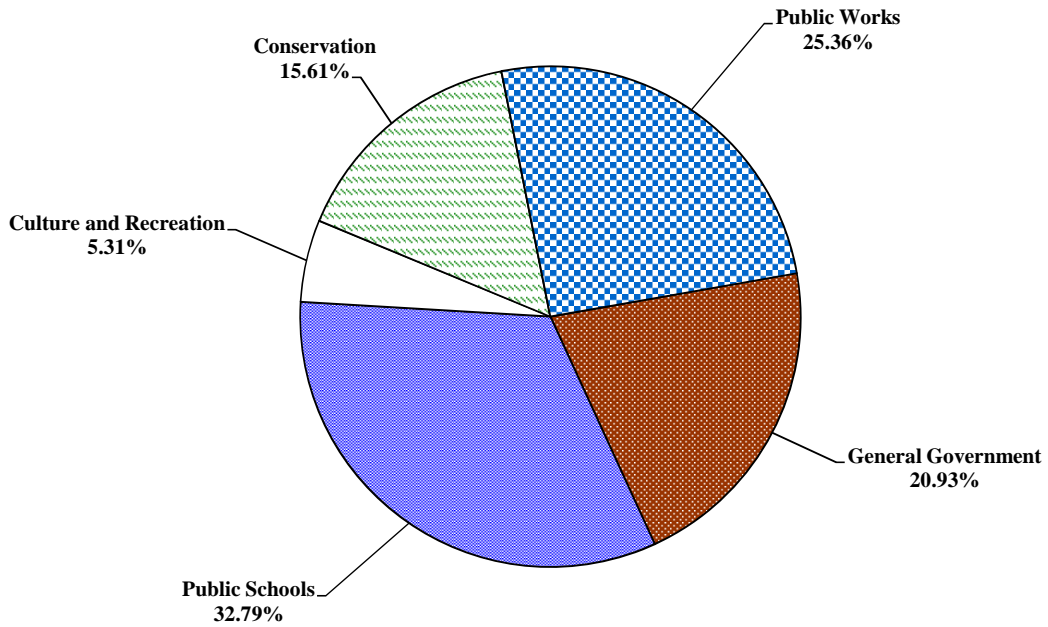
**General Government** includes County buildings, Public Safety, Community College, County Technology and Carroll County Public Library projects.



# Capital Fund Appropriations

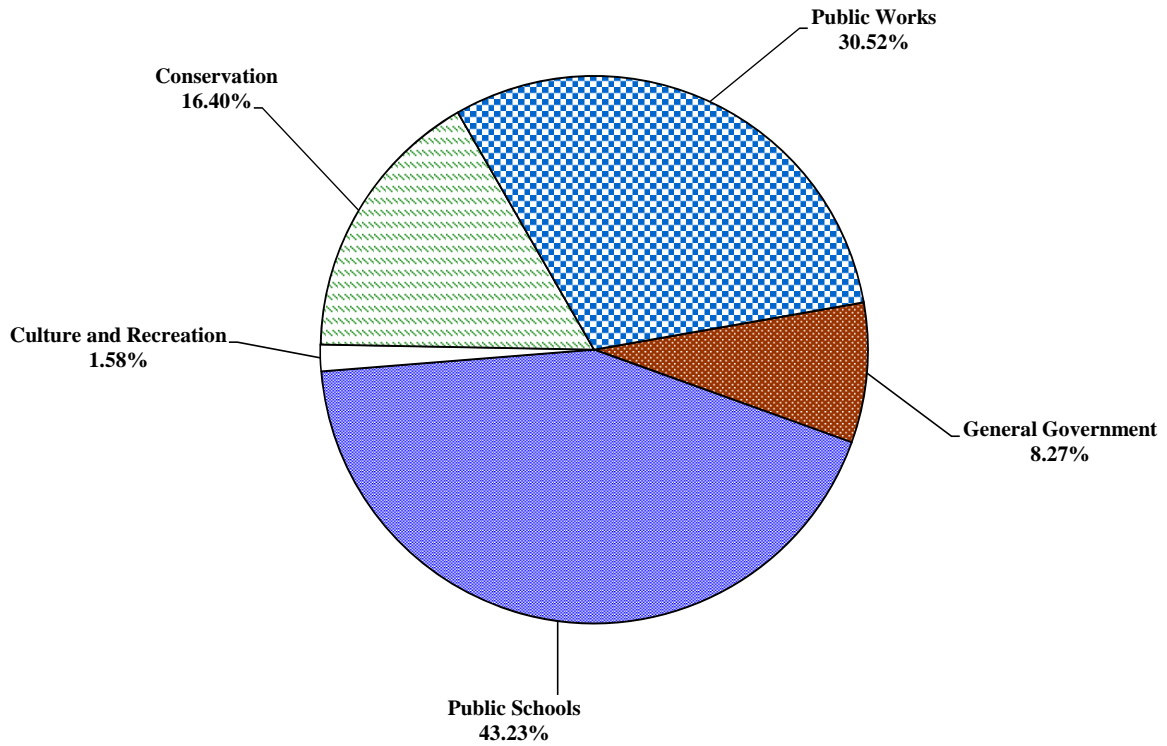
Fiscal Year 2016 Budget

\$52,883,471



Fiscal Year 2015 Budget

\$48,310,477



**COMMUNITY INVESTMENT PLAN - Schedule of Reappropriations  
Fiscal Year 2016**

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**

<b>Project</b>		<b>Amount/Source</b>		
<b>From</b>	<b>To</b>	<b>Current</b>	<b>Bonds</b>	<b>Other</b>
9648 County Technology	8006 IT System Replacement	\$300,000.00		
9648 County Technology	Payroll / HR System Replacement	1,000,000.00		
8310 GIS Digital Orthophotography	8412 County Phone System Replacement	100,000.00		
8310 GIS Digital Orthophotography	8274 Records Management	30,000.00		
8310 GIS Digital Orthophotography	9957 General Government Unallocated	70,500.00		
8311 GIS Parcel Layer	9957 General Government Unallocated	26,172.49		
8443 Sports Complex Fencing Project	9139 Recreation and Parks Unallocated	6,293.33		
8184 Turkeyfoot Road	9902 Public Works Unallocated	38,126.00		
8321 Ridge Road Improvements	Pavement Management FY 16		\$3,000,922.28	
8440 Pavement Management FY 13	Pavement Management FY 16	400,000.00	299,790.31	
8474 Pavement Management FY 14	Pavement Management FY 16		100,000.00	
8264 Carroll County 911 Radio System	Maintenance Center Vehicle Wash		700,000.00	
8264 Carroll County 911 Radio System	Army Reserve Renovation		1,800,000.00	
		<u>\$1,971,091.82</u>	<u>\$5,900,712.59</u>	<u>\$0.00</u>

Community Investment Plan for FISCAL YEAR 2016

	Total 2016	Source of Funding			
		Local Other	Bonds	State	Federal and Other
<b>PUBLIC SCHOOLS</b>					
Career and Technology Center Roof Replacement Paving	\$2,468,000	\$0	\$1,099,000	\$1,369,000	\$0
Relocatable Classroom Removal	350,000	350,000	0	0	0
South Carroll High Roof Replacement	160,000	160,000	0	0	0
Transfer to Operating Budget for BOE Debt Service	283,000	0	283,000	0	0
Westminster Elementary Roof Replacement	12,058,090	12,058,090	0	0	0
Westminster High School Roof Replacement	1,755,000	0	848,000	907,000	0
	264,000	0	264,000	0	0
<b>PUBLIC SCHOOLS TOTAL</b>	<b>\$17,338,090</b>	<b>\$12,568,090</b>	<b>\$2,494,000</b>	<b>\$2,276,000</b>	<b>\$0</b>
<b>CONSERVATION AND OPEN SPACE</b>					
Agricultural Land Preservation	\$2,985,520	\$1,152,220	\$1,333,300	\$500,000	\$0
Environmental Compliance	75,000	37,500	37,500	0	0
Stormwater Facility Renovation	280,000	0	280,000	0	0
Watershed Assessment and Improvement (NPDES)	4,916,000	287,800	4,112,200	0	516,000
<b>CONSERVATION AND OPEN SPACE TOTAL</b>	<b>\$8,256,520</b>	<b>\$1,477,520</b>	<b>\$5,763,000</b>	<b>\$500,000</b>	<b>\$516,000</b>
<b>PUBLIC WORKS</b>					
- ROADS -					
Gravel Roads	\$400,000	\$400,000	\$0	\$0	\$0
Johnsville Road Sidewalk	\$29,200	\$0	\$29,200	\$0	\$0
Pavement Management Program	10,675,000	800,000	9,602,992	272,008	0
Pavement Preservation	1,110,000	0	0	1,110,000	0
Public Works Unallocated	375,045	375,045	0	0	0
Small Drainage Structures	81,000	0	81,000	0	0
<b>ROADS TOTAL</b>	<b>\$12,670,245</b>	<b>\$1,575,045</b>	<b>\$9,713,192</b>	<b>\$1,382,008</b>	<b>\$0</b>
- BRIDGES -					
Bridge Inspection and Inventory	\$33,600	\$33,600	\$0	\$0	\$0
Bridge Maintenance and Structural Repairs	50,700	50,700	0	0	0
Cape Horn Road over Unnamed Stream	372,000	0	372,000	0	0
Cleaning and Painting of Existing Bridge Structural Steel	79,000	79,000	0	0	0
Stone Chapel Road over Little Pipe Creek	207,000	0	47,000	0	160,000
<b>BRIDGES TOTAL</b>	<b>\$742,300</b>	<b>\$163,300</b>	<b>\$419,000</b>	<b>\$0</b>	<b>\$160,000</b>
<b>PUBLIC WORKS TOTAL</b>	<b>\$13,412,545</b>	<b>\$1,738,345</b>	<b>\$10,132,192</b>	<b>\$1,382,008</b>	<b>\$160,000</b>
<b>CULTURE AND RECREATION</b>					
Community Self-Help Projects	\$72,000	\$72,000	\$0	\$0	\$0
Park Restoration	106,000	106,000	0	0	0
Recreation and Parks Unallocated	6,293	6,293	0	0	0
Tot Lot Replacement	53,500	5,350	0	48,150	0
Town Fund	10,000	10,000	0	0	0
Westminster Veterans Memorial Park	2,500,000	500,000	0	2,000,000	0
Union Mills - Ongoing Restoration	60,000	60,000	0	0	0
<b>CULTURE AND RECREATION TOTAL</b>	<b>\$2,807,793</b>	<b>\$759,643</b>	<b>\$0</b>	<b>\$2,048,150</b>	<b>\$0</b>
<b>GENERAL GOVERNMENT</b>					
Army Reserve Renovation	\$1,800,000	\$0	\$1,800,000	\$0	\$0
Carroll Community College - Technology	300,000	300,000	0	0	0
County Building Systemic Renovation	700,000	0	700,000	0	0
County Phone System Replacement	100,000	100,000	0	0	0
County Technology	850,000	850,000	0	0	0
Courthouse Annex - Addition	210,000	0	210,000	0	0
Energy Performance Phase III	4,536,851	0	4,536,851	0	0
General Government Unallocated	96,672	96,672	0	0	0
Information Technology System Replacement	300,000	300,000	0	0	0
Infrastructure Planning Studies	30,000	30,000	0	0	0
Library - Technology Replacements	100,000	100,000	0	0	0
Maintenance Center Vehicle Wash	700,000	0	700,000	0	0
Parking Lot Overlays	75,000	75,000	0	0	0
Payroll / Human Resources System Replacement	1,000,000	1,000,000	0	0	0
Public Safety - Emergency Crisis Management	50,000	50,000	0	0	0
Records Management	30,000	30,000	0	0	0
Taneytown Senior Center Parking Lot	190,000	190,000	0	0	0
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$11,068,523</b>	<b>\$3,121,672</b>	<b>\$7,946,851</b>	<b>\$0</b>	<b>\$0</b>
<b>GRAND TOTAL</b>	<b>\$52,883,471</b>	<b>\$19,665,270</b>	<b>\$26,336,043</b>	<b>\$6,206,158</b>	<b>\$676,000</b>

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2016 TO 2021

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2016	2017	2018	2019	2020	2021			
<b>PUBLIC SCHOOLS:</b>									
<u>New Construction, Additions, Modernization</u>									
Career and Technology Center - New	\$0	\$0	\$0	\$5,559,000	\$54,441,000	\$0	\$0	\$0	\$60,000,000
High School Science Room Renovation	0	0	3,480,000	1,820,000	0	0	0	0	5,300,000
New Construction, Additions, Modernizations Total	\$0	\$0	\$3,480,000	\$7,379,000	\$54,441,000	\$0	\$0	\$0	\$65,300,000
<u>Other Projects Total</u>									
Career and Technology Center Roof Replacement	\$2,468,000	\$0	\$0	\$0	\$0	\$0	\$151,000	\$0	\$2,619,000
Francis Scott Key High Roof Replacemen	0	274,050	3,734,850	0	0	0	0	0	4,008,900
HVAC - Improvements and Replacement	0	0	0	2,155,000	2,200,000	2,245,000	0	0	6,600,000
Paving	350,000	360,000	370,000	380,000	390,000	400,000	0	0	2,250,000
Relocatable Classroom Remova	160,000	0	170,000	0	180,000	0	0	0	510,000
Roof Repairs	0	165,000	0	175,000	0	185,000	0	0	525,000
Roof Replacements	0	0	0	790,850	2,700,000	2,800,000	0	0	6,290,850
Sandymount Elementary Roof Replacemen	0	0	132,300	1,809,150	0	0	0	0	1,941,450
South Carroll High Roof Replacemen	283,000	3,999,450	0	0	0	0	0	0	4,282,450
Transfer to Operating Budget for BOE Debt Service	12,058,090	11,574,720	10,975,150	10,536,860	10,407,170	11,635,820	0	0	67,187,810
Westminster Elementary Roof Replacemen	1,755,000	0	0	0	0	0	0	0	1,755,000
Westminster High School Roof Replacemen	264,000	3,777,900	0	0	0	0	0	0	4,041,900
Other Projects Total	\$17,338,090	\$20,151,120	\$15,382,300	\$15,846,860	\$15,877,170	\$17,265,820	\$151,000	\$0	\$102,012,360
<b>PUBLIC SCHOOLS TOTAL</b>	<b>\$17,338,090</b>	<b>\$20,151,120</b>	<b>\$18,862,300</b>	<b>\$23,225,860</b>	<b>\$70,318,170</b>	<b>\$17,265,820</b>	<b>\$151,000</b>	<b>\$0</b>	<b>\$167,312,360</b>
<b>SOURCES OF FUNDING:</b>									
Local Income Tax	\$12,568,090	\$12,099,720	\$11,515,150	\$11,091,860	\$10,977,170	\$12,220,820	\$0	\$0	\$70,472,810
Bonds	2,494,000	3,734,970	3,544,308	8,823,752	26,644,000	2,267,000	151,000	0	47,659,030
State	2,276,000	4,316,430	3,802,842	3,310,248	32,697,000	2,778,000	0	0	49,180,520
<b>PUBLIC SCHOOLS TOTAL</b>	<b>\$17,338,090</b>	<b>\$20,151,120</b>	<b>\$18,862,300</b>	<b>\$23,225,860</b>	<b>\$70,318,170</b>	<b>\$17,265,820</b>	<b>\$151,000</b>	<b>\$0</b>	<b>\$167,312,360</b>

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2016 TO 2021

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2016	2017	2018	2019	2020	2021			
<b>CONSERVATION AND OPEN SPACE:</b>									
Agricultural Land Preservation	\$2,985,520	\$1,994,360	\$4,922,280	\$3,923,440	\$5,039,300	\$4,132,820	\$0	\$0	\$22,997,720
Environmental Compliance	75,000	75,000	75,000	75,000	75,000	75,000	0	0	450,000
Stormwater Facility Renovation	280,000	300,000	330,000	290,000	440,000	310,000	0	0	1,950,000
Watershed Assessment and Improvement (NPDES)	4,916,000	5,848,000	3,838,000	3,470,000	2,770,000	1,750,000	0	0	22,592,000
<b>CONSERVATION AND OPEN SPACE TOTAL</b>	<b>\$8,256,520</b>	<b>\$8,217,360</b>	<b>\$9,165,280</b>	<b>\$7,758,440</b>	<b>\$8,324,300</b>	<b>\$6,267,820</b>	<b>\$0</b>	<b>\$0</b>	<b>\$47,989,720</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$325,300	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$0	\$0	\$512,800
Property Tax	727,220	631,060	2,558,980	2,560,140	2,681,000	2,774,520	0	0	11,932,920
Bonds	5,763,000	6,647,800	5,133,400	4,672,800	4,357,200	3,430,800	0	0	30,005,000
Ag Transfer Tax	425,000	30,000	30,000	30,000	25,000	25,000	0	0	565,000
Ag. Preservation (MALPF)	500,000	0	1,000,000	0	1,000,000	0	0	0	2,500,000
Municipal	516,000	871,000	405,400	458,000	223,600	0	0	0	2,474,000
<b>CONSERVATION AND OPEN SPACE TOTAL</b>	<b>\$8,256,520</b>	<b>\$8,217,360</b>	<b>\$9,165,280</b>	<b>\$7,758,440</b>	<b>\$8,324,300</b>	<b>\$6,267,820</b>	<b>\$0</b>	<b>\$0</b>	<b>\$47,989,720</b>

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2016 TO 2021

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2016	2017	2018	2019	2020	2021			
<b>ROADS:</b>									
Johnsville Road Sidewalk	\$29,200	\$189,800	\$0	\$0	\$0	\$0	\$0	\$0	\$219,000
Market Street Extension	0	0	0	0	0	63,000	1,208,005	996,450	2,267,455
Pavement Management Program	10,675,000	11,168,000	11,680,000	12,207,000	12,658,000	13,110,000	0	0	71,498,000
Pavement Preservation	1,110,000	1,150,000	1,220,000	1,300,000	1,350,000	1,400,000	0	0	7,530,000
Public Works Unallocated	375,045	0	0	0	0	0	0	0	375,045
Ramp and Sidewalk Upgrades	0	120,000	120,000	144,000	144,000	144,000	0	0	672,000
Small Drainage Structures	81,000	84,000	87,000	90,000	93,000	95,000	0	0	530,000
Storm Drain Inspection	0	0	0	180,000	180,000	180,000	0	0	540,000
Unpaved Roads	400,000	0	0	0	0	0	0	0	400,000
<b>ROADS TOTAL</b>	<b>\$12,670,245</b>	<b>\$12,711,800</b>	<b>\$13,107,000</b>	<b>\$13,921,000</b>	<b>\$14,425,000</b>	<b>\$14,992,000</b>	<b>\$1,208,005</b>	<b>\$996,450</b>	<b>\$84,031,500</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$800,000	\$850,000	\$920,000	\$1,180,000	\$1,230,000	\$1,280,000	\$0	\$0	\$6,260,000
Property Tax	0	0	0	0	0	0	758,005	0	758,005
Bonds	6,312,480	10,410,600	10,911,000	11,465,000	11,919,000	12,436,000	450,000	996,450	64,900,530
Reallocated Bonds	3,400,712	0	0	0	0	0	0	0	3,400,712
Reallocated GF Transfer	400,000	0	0	0	0	0	0	0	400,000
Land Sales	336,919	0	0	0	0	0	0	0	336,919
Reallocated Property Tax	38,126	0	0	0	0	0	0	0	38,126
Highway Administration	176,000	176,000	176,000	176,000	176,000	176,000	0	0	1,056,000
Highway User Revenue	1,206,008	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	0	0	6,706,008
Grants (MDE, CDBG)	0	175,200	0	0	0	0	0	0	175,200
<b>ROADS TOTAL</b>	<b>\$12,670,245</b>	<b>\$12,711,800</b>	<b>\$13,107,000</b>	<b>\$13,921,000</b>	<b>\$14,425,000</b>	<b>\$14,992,000</b>	<b>\$1,208,005</b>	<b>\$996,450</b>	<b>\$84,031,500</b>

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2016 TO 2021

	Fiscal Year					Prior Allocation	Balance to Complete	Total Project Cost	
	2016	2017	2018	2019	2020				2021
<b>BRIDGES:</b>									
Bear Run Road over Bear Branch	\$0	\$0	\$0	\$0	\$0	\$240,000	\$0	\$1,300,000	\$1,540,000
Bridge Inspection and Inventory	33,600	33,600	37,000	37,000	37,500	42,000	0	0	220,700
Bridge Maintenance and Structural Repairs	50,700	53,200	55,900	58,700	61,600	64,700	0	0	344,800
Cape Horn Road over Unnamed Stream	372,000	0	0	0	0	0	129,000	0	501,000
Cleaning and Painting of Existing Bridge Structural Steel	79,000	81,800	84,700	87,700	92,100	96,800	0	0	522,100
Gaither Road over South Branch Patapsco River	0	0	230,000	0	1,898,000	0	0	0	2,128,000
Hollingsworth Road over Unnamed Tributary	0	0	0	0	230,000	649,000	0	0	879,000
Stone Chapel Road over Little Pipe Creek	207,000	0	729,000	0	0	0	0	0	936,000
<b>BRIDGES TOTAL</b>	<b>\$742,300</b>	<b>\$168,600</b>	<b>\$1,136,600</b>	<b>\$183,400</b>	<b>\$2,319,200</b>	<b>\$1,092,500</b>	<b>\$129,000</b>	<b>\$1,300,000</b>	<b>\$7,071,600</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$163,300	\$168,600	\$177,600	\$183,400	\$191,200	\$203,500	\$0	\$0	\$1,087,600
Bonds	419,000	0	237,600	0	673,600	697,000	129,000	260,000	2,416,200
Federal Highway/Bridge	160,000	0	721,400	0	1,454,400	192,000	0	1,040,000	3,567,800
<b>BRIDGES TOTAL</b>	<b>\$742,300</b>	<b>\$168,600</b>	<b>\$1,136,600</b>	<b>\$183,400</b>	<b>\$2,319,200</b>	<b>\$1,092,500</b>	<b>\$129,000</b>	<b>\$1,300,000</b>	<b>\$7,071,600</b>

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2016 TO 2021**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2016	2017	2018	2019	2020	2021			
<b>CULTURE AND RECREATION:</b>									
Bark Hill Park Improvements	\$0	\$0	\$473,800	\$0	\$0	\$0	\$0	\$0	\$473,800
Bear Branch Tot Lot	0	116,700	0	0	0	0	0	0	116,700
Community Self-Help Projects	72,000	74,000	76,000	78,000	80,000	82,000	0	0	462,000
Deer Park Tennis and Basketball Court Resurfacing	0	82,400	0	0	0	0	0	0	82,400
Double Pipe Creek Boat Ramp	0	0	110,000	0	0	0	0	0	110,000
Gillis Falls Trail I	0	0	0	379,500	0	0	0	0	379,500
Gillis Falls Trail II	0	0	0	0	0	460,000	0	0	460,000
Park Restoration	106,000	109,600	113,400	117,200	121,200	125,300	0	0	692,700
Recreation and Parks Unallocated	6,293	0	0	0	0	0	0	0	6,293
Sandymount Tennis and Basketball Court Replacement	0	134,200	0	0	0	0	0	0	134,200
Sports Complex Lighting	0	0	556,200	394,000	0	0	0	0	950,200
Sports Complex Overlay	0	215,000	0	0	0	0	0	0	215,000
Tot Lot Replacement	53,500	55,000	56,600	58,300	60,000	61,800	0	0	345,200
Town Fund	10,000	10,000	10,000	10,000	10,000	10,000	0	0	60,000
Westminster Veterans Memorial Park	2,500,000	300,000	0	0	0	0	1,407,596	0	4,207,596
Union Mills - Ongoing Restoration	60,000	25,000	25,000	25,000	25,000	25,000	188,900	0	373,900
<b>CULTURE AND RECREATION TOTAL</b>	<b>\$2,807,793</b>	<b>\$1,121,900</b>	<b>\$1,421,000</b>	<b>\$1,062,000</b>	<b>\$296,200</b>	<b>\$764,100</b>	<b>\$1,596,496</b>	<b>\$0</b>	<b>\$9,069,489</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$253,350	\$279,260	\$230,060	\$236,029	\$242,200	\$248,480	\$189,000	\$0	\$1,678,379
Bonds	0	0	0	0	0	0	80,168	0	80,168
Reallocated GF Transfer	6,293	0	0	0	0	0	0	0	6,293
Impact Fee - Parks	500,000	125,000	271,000	260,000	0	400,000	155,000	0	1,711,000
Program Open Space	2,048,150	717,640	919,940	565,971	54,000	115,620	1,172,328	0	5,593,649
<b>CULTURE AND RECREATION TOTAL</b>	<b>\$2,807,793</b>	<b>\$1,121,900</b>	<b>\$1,421,000</b>	<b>\$1,062,000</b>	<b>\$296,200</b>	<b>\$764,100</b>	<b>\$1,596,496</b>	<b>\$0</b>	<b>\$9,069,489</b>



COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2016 TO 2021

	Fiscal Year					Prior Allocation	Balance to Complete	Total Project Cost	
	2016	2017	2018	2019	2020				2021
<b>GENERAL GOVERNMENT:</b>									
Army Reserve Renovation	\$1,800,000	\$4,200,000	\$0	\$0	\$0	\$0	\$0	\$6,000,000	
Carroll Community College - Systemic Renovations	0	0	2,470,000	0	0	0	50,000	2,520,000	
Carroll Community College - Technology	300,000	0	0	0	0	0	0	300,000	
County Building Systemic Renovations	700,000	700,000	0	425,000	750,000	775,000	0	3,350,000	
County Phone System Replacement	100,000	0	0	0	0	0	850,000	950,000	
County Technology	850,000	700,000	721,000	743,000	765,000	788,000	0	4,567,000	
Courthouse Annex Renovation	210,000	0	0	0	0	0	0	210,000	
Energy Performance Phase III	4,536,851	0	0	0	0	0	0	4,536,851	
Fleet Lift Replacements	0	0	0	0	166,000	0	0	166,000	
General Government Unallocated	96,672	0	0	0	0	0	0	96,672	
Information Technology System Replacement	300,000	0	0	0	0	0	2,620,666	2,920,666	
Infrastructure Planning Studies	30,000	30,000	30,000	30,000	30,000	30,000	0	180,000	
Library - Technology Replacements	100,000	100,000	100,000	100,000	100,000	100,000	0	600,000	
Maintenance Center Vehicle Wash	700,000	0	0	0	0	0	0	700,000	
Parking Lot Overlays	75,000	79,000	82,000	85,000	89,000	92,000	0	502,000	
Payroll / Human Resources System Replacement	1,000,000	0	0	0	0	0	0	1,000,000	
Public Safety - Emergency Crisis Management	50,000	0	0	0	0	0	225,000	275,000	
Records Management	30,000	0	0	0	0	0	406,000	436,000	
Taneytown Senior Center Additional Parking	190,000	0	0	0	0	0	162,000	352,000	
Transportation Building Addition	0	64,000	630,000	0	0	0	0	694,000	
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$11,068,523</b>	<b>\$5,873,000</b>	<b>\$4,033,000</b>	<b>\$1,383,000</b>	<b>\$1,900,000</b>	<b>\$1,785,000</b>	<b>\$4,313,666</b>	<b>\$0</b>	<b>\$30,356,189</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$1,595,000	\$909,000	\$933,000	\$958,000	\$984,000	\$1,010,000	\$3,360,832	\$0	\$9,749,832
Property Tax	0	0	0	0	0	0	740,834	0	740,834
Bonds	910,000	4,906,400	1,298,000	425,000	916,000	775,000	131,000	0	9,361,400
Non-Cash Note	4,536,851	0	0	0	0	0	0	0	4,536,851
Reallocated Bonds	2,500,000	0	0	0	0	0	0	0	2,500,000
Reallocated GF Transfer	1,526,672	0	0	0	0	0	0	0	1,526,672
MD Higher Ed. Comm.	0	0	1,235,000	0	0	0	0	0	1,235,000
Grants (MDE, CDBG)	0	57,600	567,000	0	0	0	81,000	0	705,600
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$11,068,523</b>	<b>\$5,873,000</b>	<b>\$4,033,000</b>	<b>\$1,383,000</b>	<b>\$1,900,000</b>	<b>\$1,785,000</b>	<b>\$4,313,666</b>	<b>\$0</b>	<b>\$30,356,189</b>

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2016 to 2021**  
**Capital Fund**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2016	2017	2018	2019	2020	2021			
<b>GRAND TOTAL-USES</b>	<b>\$52,883,471</b>	<b>\$48,243,780</b>	<b>\$47,725,180</b>	<b>\$47,533,700</b>	<b>\$97,582,870</b>	<b>\$42,167,240</b>	<b>\$7,398,167</b>	<b>\$2,296,450</b>	<b>\$345,830,858</b>
<b>SOURCE OF FUNDING</b>									
<b>-LOCAL-</b>									
Transfer from General Fund	\$3,136,950	\$2,244,360	\$2,298,160	\$2,594,929	\$2,684,900	\$2,779,480	\$3,549,832	\$0	\$19,288,611
Local Income Tax	12,568,090	12,099,720	11,515,150	11,091,860	10,977,170	12,220,820	0	0	70,472,810
Property Tax	727,220	631,060	2,558,980	2,560,140	2,681,000	2,774,520	1,498,839	0	13,431,759
<b>Bonds</b>	<b>15,898,480</b>	<b>25,699,770</b>	<b>21,124,308</b>	<b>25,386,552</b>	<b>44,509,800</b>	<b>19,605,800</b>	<b>941,168</b>	<b>1,256,450</b>	<b>154,422,328</b>
Non-Cash Note	4,536,851	0	0	0	0	0	0	0	4,536,851
Reallocated Bonds	5,900,712	0	0	0	0	0	0	0	5,900,712
Reallocated General Fund Transfer	1,932,965	0	0	0	0	0	0	0	1,932,965
Land Sales	336,919	0	0	0	0	0	0	0	336,919
Reallocated Property Tax	38,126	0	0	0	0	0	0	0	38,126
Impact Fee - Parks	500,000	125,000	271,000	260,000	0	400,000	155,000	0	1,711,000
Ag Transfer Tax	425,000	30,000	30,000	30,000	25,000	25,000	0	0	565,000
<b>LOCAL TOTAL</b>	<b>\$46,001,313</b>	<b>\$40,829,910</b>	<b>\$37,797,598</b>	<b>\$41,923,481</b>	<b>\$60,877,870</b>	<b>\$37,805,620</b>	<b>\$6,144,839</b>	<b>\$1,256,450</b>	<b>\$272,637,081</b>
<b>-STATE-</b>									
Highway Administration	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$0	\$0	\$1,056,000
School Construction	2,276,000	4,316,430	3,802,842	3,310,248	32,697,000	2,778,000	0	0	49,180,520
Ag Preservation (MALPF) / Rural Legacy	500,000	0	1,000,000	0	1,000,000	0	0	0	2,500,000
Highway User Revenue	1,206,008	1,100,000	1,100,000	1,100,000	1,100,000	1,100,000	0	0	6,706,008
Program Open Space	2,048,150	717,640	919,940	565,971	54,000	115,620	1,172,328	0	5,593,649
<b>STATE TOTAL</b>	<b>\$6,206,158</b>	<b>\$6,310,070</b>	<b>\$8,233,782</b>	<b>\$5,152,219</b>	<b>\$35,027,000</b>	<b>\$4,169,620</b>	<b>\$1,172,328</b>	<b>\$0</b>	<b>\$66,271,177</b>
<b>-FEDERAL-</b>									
Highway/Bridge	\$160,000	\$0	\$721,400	\$0	\$1,454,400	\$192,000	\$0	\$1,040,000	\$3,567,800
<b>FEDERAL TOTAL</b>	<b>\$160,000</b>	<b>\$0</b>	<b>\$721,400</b>	<b>\$0</b>	<b>\$1,454,400</b>	<b>\$192,000</b>	<b>\$0</b>	<b>\$1,040,000</b>	<b>\$3,567,800</b>
<b>-OTHER-</b>									
Municipal Grants	\$516,000	\$871,000	\$405,400	\$458,000	\$223,600	\$0	\$0	\$0	\$2,474,000
	0	232,800	567,000	0	0	0	81,000	0	880,800
<b>OTHER TOTAL</b>	<b>\$516,000</b>	<b>\$1,103,800</b>	<b>\$972,400</b>	<b>\$458,000</b>	<b>\$223,600</b>	<b>\$0</b>	<b>\$81,000</b>	<b>\$0</b>	<b>\$3,354,800</b>
<b>GRAND TOTAL SOURCES</b>	<b>\$52,883,471</b>	<b>\$48,243,780</b>	<b>\$47,725,180</b>	<b>\$47,533,700</b>	<b>\$97,582,870</b>	<b>\$42,167,240</b>	<b>\$7,398,167</b>	<b>\$2,296,450</b>	<b>\$345,830,858</b>

# *Enterprise Funds*

*Airport Enterprise Fund*

# Airport Enterprise Fund Summary

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Sources of Funding	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Fuel Sales	\$49,989	\$84,000	\$84,000	\$87,500	4.17%	4.17%
Rents	156,866	152,410	152,410	152,410	0.00%	0.00%
Corporate Hanger Rental	481,230	504,300	504,300	529,980	5.09%	5.09%
Pass-Through Utilities/Taxes	143,183	137,930	137,930	137,930	0.00%	0.00%
Miscellaneous	13,978	3,680	3,680	3,680	0.00%	0.00%
<b>Total Sources of Funding</b>	<b>\$845,246</b>	<b>\$882,320</b>	<b>\$882,320</b>	<b>\$911,500</b>	<b>3.31%</b>	<b>3.31%</b>

Uses of Funding	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Airport Operations	\$749,429	\$742,050	\$731,460	\$759,600	2.37%	3.85%
Revenue in Excess of Expenditures	95,817	140,270	150,860	151,900	8.29%	0.69%
<b>Total Uses of Funding</b>	<b>\$845,246</b>	<b>\$882,320</b>	<b>\$882,320</b>	<b>\$911,500</b>	<b>3.31%</b>	<b>3.31%</b>

In FY 14, the County changed how it presents Enterprise Fund budgets. These budgets are now presented based on cash expenditures, depreciation is not included and bond principal has been added. To more accurately define what is happening in the budget, the Contingency line item has been changed to Revenue in Excess of Expenditures. Revenue in Excess of Expenditures is used to fund capital projects, vehicles and equipment, and contingency reserves.

# Airport Operations

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$142,881	\$139,040	\$128,450	\$133,190	-4.21%	3.69%
Benefits	57,121	56,300	56,300	80,290	42.61%	42.61%
Operating	367,047	546,710	546,710	546,120	-0.11%	-0.11%
Capital	182,380	140,270	140,270	151,900	8.29%	8.29%
<b>Total</b>	<b>\$749,429</b>	<b>\$882,320</b>	<b>\$871,730</b>	<b>\$911,500</b>	<b>3.31%</b>	<b>4.56%</b>
Employees FTE	2.50	2.50	2.25	2.25	-----	-----

## Contact

Joe McKelvey, Airport Manager (410) 876-9885  
 Heidi K. Pepin, Senior Budget Analyst (410) 386-2082  
<http://ccgovernment.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 decrease from FY 15 Original to Adjusted is due to position reclassifications and employee turnover.
- A 2.5% salary increase is included in FY 16.
- Revenue in Excess of Expenditures increases primarily due to a projected increase in corporate hangar rentals.

## Positions

Title	Type	FTE
<i>Airport Manager</i>	Full-time	1.00
<i>Deputy Director of Public Works</i>	Full-time	0.20
<i>Director of Public Works</i>	Full-time	0.05
<i>Technician</i>	Contractual	1.00
<b>Total</b>		<b>2.25</b>

5% of the Director and 20% of a Deputy Director are charged to the Airport Enterprise Fund.

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2016 TO 2021**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2016	2017	2018	2019	2020	2021			
<b>AIRPORT ENTERPRISE:</b>									
Grounds and Maintenance Equipment	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$0	\$150,000
<b>AIRPORT ENTERPRISE TOTAL</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>
<b>SOURCES OF FUNDING:</b>									
Enterprise Fund - Airport	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$0	\$150,000
<b>AIRPORT ENTERPRISE TOTAL</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>

*Fiber Network Enterprise Fund*



# Fiber Network Enterprise Fund Summary

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Source of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 14	Budget	Budget		From	From
		FY 15	FY 15		Orig. FY 15	Adj. FY 15
Dark Fiber Lease	\$0	\$0	\$0	\$62,400	100.00%	100.00%
Interfund Transfer	223,475	257,400	257,400	207,600	-19.35%	-19.35%
<b>Total Sources of Funding</b>	<b>\$223,475</b>	<b>\$257,400</b>	<b>\$257,400</b>	<b>\$270,000</b>	<b>4.90%</b>	<b>4.90%</b>

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 14	Budget	Budget		From	From
		FY 15	FY 15		Orig. FY 15	Adj. FY 15
Fiber Network	\$223,475	\$257,400	\$257,400	\$270,000	4.90%	4.90%
Revenue in Excess of Expenditures	0	0	0	0	0.00%	0.00%
<b>Total Uses of Funding</b>	<b>\$223,475</b>	<b>\$257,400</b>	<b>\$257,400</b>	<b>\$270,000</b>	<b>4.90%</b>	<b>4.90%</b>

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# Fiber Network Operations

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$7,530	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	204,078	257,400	257,400	270,000	4.90%	4.90%
Capital	11,868	0	0	0	0.00%	0.00%
<b>Total</b>	\$223,475	\$257,400	\$257,400	\$270,000	4.90%	4.90%
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  
(410) 386-2056  
Lynn Karr, Budget Analyst (410) 386-2082

## 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. At its completion, the network will connect over 100 local, State, Federal and public safety sites, as well as seven primary business parks and sixteen secondary business parks.

## Budget Changes

Operating increases for anticipated relocation of fiber.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2016 TO 2021

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2016	2017	2018	2019	2020	2021			
<b>FIBER NETWORK ENTERPRISE:</b>									
Equipment Replacement	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000	\$1,100,000	\$0	\$1,400,000
<b>FIBER NETWORK ENTERPRISE TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$1,100,000</b>	<b>\$0</b>	<b>\$1,400,000</b>
<b>SOURCES OF FUNDING:</b>									
Enterprise Fund - Fiber	\$0	\$0	\$0	\$100,000	\$100,000	\$100,000	\$1,100,000	\$0	\$1,400,000
<b>FIBER NETWORK ENTERPRISE TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$100,000</b>	<b>\$1,100,000</b>	<b>\$0</b>	<b>\$1,400,000</b>

*Firearms Enterprise Fund*

# Firearms Enterprise Fund Summary

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Source of Funding	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
User Fee	\$167,139	\$160,000	\$160,000	150,000	-6.25%	-6.25%
Concession Fees	5,374	5,000	5,000	5,000	0.00%	0.00%
Interest Income	517	500	500	500	0.00%	0.00%
Transfer from Fund Balance	40,000	0	0	0	0.00%	100.00%
<b>Total Sources of Funding</b>	<b>\$213,030</b>	<b>\$165,500</b>	<b>\$165,500</b>	<b>\$155,500</b>	<b>-6.04%</b>	<b>-6.04%</b>

Uses of Funding	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Firearms Facility	\$195,165	\$160,090	\$160,090	\$94,400	-6.04%	-6.04%
Revenue in Excess of Expenditures	17,865	5,410	5,410	61,100	1029.39%	1029.39%
<b>Total Uses of Funding</b>	<b>\$213,030</b>	<b>\$165,500</b>	<b>\$165,500</b>	<b>\$155,500</b>	<b>-6.04%</b>	<b>-6.04%</b>

In FY 14, the County changed how it presents Enterprise Fund budgets. These budgets are now presented based on cash expenditures, depreciation is not included and bond principal has been added. To more accurately define what is happening in the budget, the Contingency line item has been changed to Revenue in Excess of Expenditures and 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 Expenditures is available to fund capital projects, vehicles and equipment, and contingency reserves.

# Firearms Operations

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$57,502	\$71,820	\$70,830	\$72,510	0.96%	2.37%
Benefits	5,106	6,500	6,430	6,900	6.15%	7.31%
Operating	20,193	26,080	26,080	27,630	5.94%	5.94%
Capital	112,364	61,100	62,160	48,460	-20.69%	-22.04%
<b>Total</b>	<b>\$195,165</b>	<b>\$165,500</b>	<b>\$165,500</b>	<b>\$155,500</b>	<b>-6.04%</b>	<b>-6.04%</b>
Employees FTE	3.50	3.50	3.50	3.50	-----	-----

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  
(410) 386-2103

Lynn Karr, Budget Analyst (410) 386-2082  
<http://ccgovernments.carr.org/ccg/recpark/hapbaker>

## 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 14, approximately 13,710 individuals used the facility, an increase of 10.7% over FY 13.

## Budget Changes

A 2.5% salary increase is included in FY 16.

## Positions

Title	Type	FTE
Range Officer	Full-time	1.00
Service/Maintenance	Contractual	2.50
<b>Total</b>		<b>3.50</b>

*Septage Enterprise Fund*

# Septage Enterprise Fund Summary

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Sources of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 14	Budget FY 15	Budget FY 15	FY 16	From Orig. FY 15	From Adj. FY 15
Septage Processing Fee	\$804,120	\$774,000	\$774,000	\$910,000	14.95%	14.95%
Interest Income	1,370	900	900	500	-80.00%	-80.00%
Miscellaneous	4,395	3,000	3,000	3,200	6.25%	6.25%
<b>Total Sources of Funding</b>	<b>\$809,884</b>	<b>\$777,900</b>	<b>\$777,900</b>	<b>\$913,700</b>	<b>17.46%</b>	<b>17.46%</b>

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 14	Budget FY 15	Budget FY 15	FY 16	From Orig. FY 15	From Adj. FY 15
Septage Facility Operations	\$513,069	\$568,900	\$568,900	\$704,700	19.27%	19.27%
Capital - Repair, Replace, Rehabilitate	647,000	209,000	209,000	209,000	0.00%	0.00%
<b>Total Uses of Funding</b>	<b>\$1,160,069</b>	<b>\$777,900</b>	<b>\$777,900</b>	<b>\$913,700</b>	<b>17.46%</b>	<b>17.46%</b>

In FY 14, the County changed how it presents Enterprise Fund budgets. These budgets are now 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. The rate will increase in FY 16 to \$0.065 from \$0.06, increasing revenues approximately \$70,000. The remaining increase in revenues is due to an increase in gallons processed.



# Septage Facility

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	513,069	568,900	568,900	704,700	24.75%	24.75%
<b>Total</b>	513,069	568,900	568,900	704,700	23.87%	23.87%
Employees FTE					-----	-----

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

## Contact

**Jeffrey Topper, Deputy Director of Public Works**  
(410) 386-2035

**Robin Hooper, Management and Budget Project Coordinator**  
(410) 386-2082

## Mission

To assure 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 of \$0.060 is expected to increase to \$0.065 in FY 16.

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 cleaning of the grit chamber and sludge removal.

***Solid Waste Enterprise Fund***

# Solid Waste Enterprise Fund Summary

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Sources of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 14	Budget FY 15	Budget FY 15	FY 16	From Orig. FY 15	From Adj. FY 15
Tipping Fees	\$5,853,099	\$5,852,600	\$5,852,600	\$5,990,320	2.35%	2.35%
County Hauling	4,725	6,600	6,600	5,000	-24.24%	-24.24%
Interest	19,337	22,630	22,630	12,000	-46.97%	-46.97%
Rents and Royalties	177,457	177,460	177,460	177,460	0.00%	0.00%
Recycling	546,110	300,000	300,000	200,000	-33.33%	-33.33%
Miscellaneous	90,583	10,000	10,000	160,000	1500.00%	1500.00%
Transfer from General Fund	1,115,000	415,000	415,000	2,415,000	481.93%	481.93%
Transfer from Fund Balance	0	2,370,790	2,370,790	460,020	-80.60%	-80.60%
<b>Total Sources of Funding</b>	<b>\$7,806,311</b>	<b>\$9,155,080</b>	<b>\$9,155,080</b>	<b>\$9,419,800</b>	<b>2.89%</b>	<b>2.89%</b>

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 14	Budget FY 15	Budget FY 15	FY 16	From Orig. FY 15	From Adj. FY 15
Solid Waste Management	\$459,037	\$419,170	\$389,330	\$251,000	-40.12%	-35.53%
Closed Landfills	146,254	444,600	444,600	388,470	-12.62%	-12.62%
Northern Landfill	1,839,760	2,082,270	2,082,340	2,552,720	22.59%	22.59%
Recycling Operations	275,526	329,370	329,630	328,990	-0.12%	-0.19%
Solid Waste Accounting	(1,369,472)	984,070	984,030	1,031,820	4.85%	4.86%
Solid Waste Transfer Station	4,384,739	4,895,600	4,895,600	4,866,800	-0.59%	-0.59%
Revenue in Excess of Expenditures	2,070,467	0	29,550	0	0.00%	0.00%
<b>Total Uses of Funding</b>	<b>\$7,806,311</b>	<b>\$9,155,080</b>	<b>\$9,155,080</b>	<b>\$9,419,800</b>	<b>2.89%</b>	<b>2.89%</b>

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# Solid Waste Enterprise Fund Summary

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	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Solid Waste Management	\$459,037	\$419,170	\$389,330	\$251,000	-40.12%	-35.53%
Closed Landfills	146,254	444,600	444,600	388,470	-12.62%	-12.62%
Northern Landfill	1,839,760	2,082,270	2,082,340	2,552,720	22.59%	22.59%
Recycling Operations	275,526	329,370	329,630	328,990	-0.12%	-0.19%
Solid Waste Accounting	(1,369,472)	984,070	984,030	1,031,820	4.85%	4.86%
Solid Waste Transfer Station	4,384,739	4,895,600	4,895,600	4,866,800	-0.59%	-0.59%
Revenue in Excess of Expenditures	2,070,467	0	29,550	0	0.00%	0.00%
<b>Total Solid Waste</b>	<b>\$7,806,311</b>	<b>\$9,155,080</b>	<b>\$9,155,080</b>	<b>\$9,419,800</b>	<b>2.89%</b>	<b>2.89%</b>

## 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

- In calendar year 2014, the landfill received 97,368 tons of waste. Approximately 78,842 tons, or 81%, were transferred to out-of-County landfills for disposal.
- In calendar year 2013, based on the most recent Maryland Department of the Environment's Recycling Report, the County achieved a 38.96% recycling rate and a 5.0% source reduction credit for a total recycling rate of 43.96%. This is greater than the State's current requirement and the future requirement of 35% that will become effective December 2015.
- Solid Waste Accounting has a negative balance in FY 14 due to an adjusted amount owed to Wheelabrator for expenses incurred during the design and permitting of a waste to energy facility.
- In calendar year 2014:
  - 18,200 tons of rubble, sludge and municipal solid waste were landfilled in Cell #3.
  - 1,020 tons of scrap tires were collected and disposed.

## Budget Changes

- Solid Waste Management decreases primarily due to an agreement reached with the Northeast Maryland Waste Disposal Authority related to the waste-to-energy-project that included the Authority paying the County's membership fee in FY 16.
- Closed Landfills decreases due to updates to monitoring plans budget in FY 15.
- Northern Landfill increases due to leachate disposal, a security camera system and the purchase of a grinder used to process yard waste.
- Recycling decreases due to reduced building maintenance, partially offset with an increase in electricity.
- Transfer Station decreases due to a decrease in municipal solid waste tonnage projection, partially offset by additional charges to transfer sludge.

# Solid Waste Management

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$146,502	\$157,510	\$129,790	\$133,040	-15.54%	2.50%
Benefits	60,912	79,760	77,640	60,935	-23.60%	-21.52%
Operating	251,623	181,900	181,900	57,025	-68.65%	-68.65%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$459,037</b>	<b>\$419,170</b>	<b>\$389,330</b>	<b>\$251,000</b>	<b>-40.12%</b>	<b>-35.53%</b>
Employees FTE	2.38	2.38	2.38	2.38	-----	-----

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

## Contact

Dusty Hilbert, Bureau Chief (410) 386-2035  
 Sheree Lima, Management and Budget Project Coordinator  
 (410) 386-2082  
<http://ccgovernment.carr.org/ccg/solidwaste>

## 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:

- Educate the public on the effects of waste management and recycling
- Keep the County staff informed of operations
- Monitor landfills for any environmental impacts and minimize liability

## Description

Solid Waste Management Supervision 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
- Maintaining and updating the Ten-Year Solid Waste Management Plan
- Contracting for transfer of waste and recycling materials

## Program Highlights

- Continue an effective transfer operation to dispose of most County waste in Pennsylvania landfills at a projected cost of \$57.31 per ton for municipal solid waste and \$75.43 for sludge in FY 16.
- In calendar year 2014, the landfill received 97,368 tons of waste. 78,842 tons, or approximately 81%, were transferred to out-of-County landfills for disposal.
- In calendar year 2013, the County achieved a 38.96% recycling rate and a 5.0% source reduction credit for a total recycling rate of 43.96%. This is higher than the State's current requirement and future requirement of 35% that will become effective December 2015.

## Budget Changes

- The decrease from the FY 15 Original to Adjusted is due to employee turnover.
- A 2.5% salary increase is included in FY 16.
- Benefits decrease due to pension, OPEB and healthcare allocations.
- Operating decreases due to an agreement reached with the Northeast Maryland Waste Disposal Authority related to the waste-to-energy-project that included the Authority paying the County's membership fee in FY 16.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	0.75
<i>Bureau Chief, Solid Waste</i>	Full-time	1.00
<i>Deputy Director, Public Works</i>	Full-time	0.25
<i>Director, Public Works</i>	Full-time	0.05
<i>Project Specialist</i>	Full-time	0.33
<b>Total</b>		<b>2.38</b>

85% of the Director's salary is charged to the General Fund, 5% to Utilities Enterprise Fund and 5% to the Airport Enterprise Fund. 75% of the Deputy Director is charged to the General Fund. 33% of the Project Specialist is charged to Utilities Enterprise Fund and 34% to the General Fund. 25% of the Administrative Office Associate is charged to the General Fund.

# Closed Landfills

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	140,289	299,600	299,600	228,470	-23.74%	-23.74%
Capital	5,965	145,000	145,000	160,000	10.34%	10.34%
<b>Total</b>	<b>\$146,254</b>	<b>\$444,600</b>	<b>\$444,600</b>	<b>\$388,470</b>	<b>-12.62%</b>	<b>-12.62%</b>
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

**Dusty Hilbert, Bureau Chief (410) 386-2035**  
**Sheree Lima, Management and Budget Project Coordinator**  
**(410) 386-2082**

## 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 on Saturdays.

## Budget Changes

- Operating decreases due to monitoring plan updates at all four facilities in FY 15.
- Capital increases due to funding a cover to control runoff from the convenience drop off area.

# Northern Landfill

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$597,407	\$504,410	\$504,470	\$516,300	2.36%	2.35%
Benefits	271,803	340,860	340,870	345,290	1.30%	1.30%
Operating	970,550	855,900	855,900	1,065,030	24.43%	24.43%
Capital	0	381,100	381,100	626,100	64.29%	64.29%
<b>Total</b>	<b>\$1,839,760</b>	<b>\$2,082,270</b>	<b>\$2,082,340</b>	<b>\$2,552,720</b>	<b>22.59%</b>	<b>22.59%</b>
<b>Employees FTE</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Dusty Hilbert, Bureau Chief (410) 386-2035  
 Sheree Lima, Management and Budget Project Coordinator  
 (410) 386-2082  
<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 and processing of yard waste
- Waste oil and antifreeze drop-off
- Scrap tire collection
- Goodwill collection site
- Scrap metal and appliances
- Vinyl siding recycling
- Electronic recycling

To conserve space and prolong the life of the Northern Landfill, approximately 86% of the waste materials are collected and transferred to landfills in Pennsylvania.

## Budget Changes

- A 2.5% salary increase is included in FY 16.
- Operating increases due to the estimated volume of leachate and increase disposal rate from \$.06 to \$.065.
- Capital increases due to the replacement of the grinder used for yard waste processing.

## Positions

Title	Type	FTE
<i>Foreman</i>	Full-time	2.00
<i>Heavy Equipment Mechanic</i>	Full-time	1.00
<i>Landfill Equipment Operator</i>	Full-time	5.00
<i>Landfill Superintendent</i>	Full-time	1.00
<i>Maintenance Technician</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
<b>Total</b>		<b>11.00</b>

# Recycling Operations

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$51,682	\$53,050	\$53,300	\$54,640	3.00%	2.51%
Benefits	29,076	31,220	31,230	32,470	4.00%	3.97%
Operating	186,369	236,100	236,100	232,880	-1.36%	-1.36%
Capital	8,399	9,000	9,000	9,000	0.00%	0.00%
<b>Total</b>	<b>\$275,526</b>	<b>\$329,370</b>	<b>\$329,630</b>	<b>\$328,990</b>	<b>-0.12%</b>	<b>-0.19%</b>
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

Dusty Hilbert, Bureau Chief (410) 386-2035  
 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 of Carroll County and Community Volunteer Services Programs. Scrap metal, batteries and electronics are collected at Northern Landfill and disposal is managed by contractors. Yard trim is mulched and made available to County residents at no charge.

## 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.

## Budget Changes

A 2.5% salary increase is included in FY 16.

## Goals include:

- Exceed the State of Maryland's future mandate of 35% to begin in December 2015
- Educate County residents and businesses on proper waste management practices including:
  - Waste prevention
  - Reuse
  - Recycling
  - Minimal disposal

## Positions

Title	Type	FTE
Recycling Manager	Full-time	1.00
<b>Total</b>		<b>1.00</b>

## 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 for all residents and businesses that wish to self-haul their recyclables. The items the County accepts for recycling include:

- Paper and cardboard
- Plastics and rigid plastics
- DVD/CD cases and disks
- Grocery and empty clear food bags
- Textiles
- Car and truck batteries
- Aluminum
- White goods/scrap metal
- Yard trimmings
- Glass
- Electronics



# Solid Waste Accounting Administration

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$177,857	\$192,200	\$192,230	\$196,930	2.46%	2.44%
Benefits	100,974	157,450	157,380	157,800	0.22%	0.27%
Operating	(1,649,581)	633,820	633,820	676,490	6.73%	6.73%
Capital	1,277	600	600	600	0.00%	0.00%
<b>Total</b>	<b>(\$1,369,472)</b>	<b>\$984,070</b>	<b>\$984,030</b>	<b>\$1,031,820</b>	<b>4.85%</b>	<b>4.86%</b>
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  
 Sheree Lima, Management and Budget Project Coordinator  
 (410) 386-2082  
<http://ccgovernment.carr.org/ccg/solidwaste>

## Positions

Title	Type	FTE
Accounting Associate	Full-time	0.50
Accounting Supervisor	Full-time	0.50
Weighmaster	Full-time	4.75
<b>Total</b>		<b>5.75</b>

50% of the Accountant and Accounting Supervisor positions are charged to the Utilities Enterprise Fund.

## 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

- A 2.5% salary increase is included in FY 16.
- Operating increases mainly due to post closure liability and recognizing property tax expense for property leased next to Hoods Mill Landfill.

# Solid Waste Transfer Station

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	4,384,739	4,895,600	4,895,600	4,866,800	-0.59%	-0.59%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$4,384,739</b>	<b>\$4,895,600</b>	<b>\$4,895,600</b>	<b>\$4,866,800</b>	<b>-0.59%</b>	<b>-0.59%</b>
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

Dusty Hilbert, Bureau Chief (410) 386-2035  
 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 then transport the waste to a landfill in Pennsylvania for disposal. Approximately ten to fifteen trailers are loaded daily for the trip to the landfill in Pennsylvania.

Transferring waste instead of burying it in the landfill saves County landfill space, which is expensive to create and maintain.

## Budget Changes

Operating decreases due to a reduction in the estimated municipal solid waste tonnage to be transferred, offset by the additional cost of transferring sludge.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2016 TO 2021

	2016	2017	2018	2019	2020	2021	Prior Allocation	Balance to Complete	Total Project Cost
SOLID WASTE ENTERPRISE:									
Bark Hill Remediation and Maintenance	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$5,000	\$0	\$0	\$30,000
Hodges Remediation and Maintenance	445,000	5,000	5,000	5,000	5,000	5,000	0	0	470,000
Hoods Mill Remediation and Maintenance	40,000	40,000	40,000	40,000	40,000	40,000	0	0	240,000
Northern Landfill Remediation	55,000	55,000	55,000	55,000	55,000	55,000	0	0	330,000
<b>SOLID WASTE ENTERPRISE TOTAL</b>	<b>\$545,000</b>	<b>\$105,000</b>	<b>\$105,000</b>	<b>\$105,000</b>	<b>\$105,000</b>	<b>\$105,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,070,000</b>
SOURCES OF FUNDING:									
Enterprise Fund - Solid Waste	\$545,000	\$105,000	\$105,000	\$105,000	\$105,000	\$105,000	\$0	\$0	\$1,070,000
<b>SOLID WASTE ENTERPRISE TOTAL</b>	<b>\$545,000</b>	<b>\$105,000</b>	<b>\$105,000</b>	<b>\$105,000</b>	<b>\$105,000</b>	<b>\$105,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,070,000</b>

*Utilities Enterprise Fund*

# Utilities Enterprise Fund Summary

Sources of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 14	Budget FY 15	Budget FY 15		FY 16	From Orig. FY 15
MES Reimbursement	\$27,412	\$20,000	\$20,000	\$25,000	25.00%	25.00%
Water Usage	3,851,134	4,196,964	4,196,964	4,196,964	0.00%	0.00%
Sewer Usage	5,346,455	5,863,471	5,863,471	5,863,471	0.00%	0.00%
Lateral/Meter Service	46,278	20,000	20,000	17,500	-12.50%	-12.50%
Interest Income	457,809	19,300	19,300	7,500	-61.14%	-61.14%
Rents	140,073	141,120	141,120	142,560	1.02%	1.02%
Miscellaneous	147,115	80,100	80,100	93,325	16.51%	16.51%
Transfer from General Fund	193,390	199,420	199,420	189,350	-5.05%	-5.05%
<b>Total Sources of Funding</b>	<b>\$10,209,665</b>	<b>\$10,540,375</b>	<b>\$10,540,375</b>	<b>\$10,535,670</b>	<b>-0.04%</b>	<b>-0.04%</b>

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 14	Budget FY 15	Budget FY 15		FY 16	From Orig. FY 15
BOU Administration	\$1,840,969	\$1,765,285	\$1,773,400	\$1,810,900	2.58%	2.11%
Board of Education Facilities	220,427	199,420	199,745	189,350	-5.05%	-5.20%
Freedom Sewer	2,401,265	2,668,090	2,669,155	2,581,550	-3.24%	-3.28%
Freedom Water	3,048,754	2,635,065	2,602,590	2,776,760	5.38%	6.69%
Hampstead Sewer	886,386	924,935	882,375	898,605	-2.85%	1.84%
Other Water and Sewer	126,908	123,035	123,195	117,400	-4.58%	-4.70%
Capital - Repair, Replace, Rehabilitate	2,021,211	2,224,545	2,224,545	2,161,105	-2.85%	-2.85%
<b>Total Uses of Funding</b>	<b>\$10,545,920</b>	<b>\$10,540,375</b>	<b>\$10,475,005</b>	<b>\$10,535,670</b>	<b>-0.04%</b>	<b>0.58%</b>

In FY 14, the County changed how it presents Enterprise Fund budgets. These budgets are now 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 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
BOU Administration	\$1,840,969	\$1,765,285	\$1,773,400	\$1,810,900	2.58%	2.11%
Board of Education Facilities	220,427	199,420	199,745	189,350	-5.05%	-5.20%
Freedom Sewer	2,401,265	2,668,090	2,669,155	2,581,550	-3.24%	-3.28%
Freedom Water	3,048,754	2,635,065	2,602,590	2,776,760	5.38%	6.69%
Hampstead Sewer	886,386	924,935	882,375	898,605	-2.85%	1.84%
Other Water and Sewer	126,908	123,035	123,195	117,400	-4.58%	-4.70%
<b>Total Utilities Operations</b>	<b>\$8,524,709</b>	<b>\$8,315,830</b>	<b>\$8,250,460</b>	<b>\$8,374,565</b>	<b>0.71%</b>	<b>1.50%</b>

## Mission and Goals

The Bureau of Utilities' mission is 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 6,674 sewer customers. The system has 126 miles of collection lines and 13 pumping stations. The Hampstead Sewer System serves 2,264 customers. 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, Francis Scott Key High School Pumping Station, Winfield Elementary School Pumping Station, and Pleasant Valley Community Sewer.
- There are four 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 customers. The Pleasant Valley Community Water System is a groundwater system that serves 53 customers. 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 8,386 water customers.

## Budget Changes

- The decrease from FY 15 Original to Adjusted is due to employee turnover.
- A 2.5% salary increase is included in FY 16.
- Freedom Sewer decreases due to a reduction in the operating contract with Maryland Environmental Services for the Freedom Wastewater Treatment Plant.
- Freedom Water increases due to cleaning costs for membrane filters and water purchases from the City of Baltimore.
- Other Water and Sewer decreases due to elimination of expenses associated with Bramble Hills. As of January 2015, the Bramble Hills ground water system is operated and maintained by the City of Westminster.

# Bureau of Utilities Administration

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$400,157	\$402,615	\$409,690	\$422,350	4.90%	3.09%
Benefits	149,946	212,740	213,780	212,390	-0.16%	-0.65%
Operating	1,094,469	1,048,930	1,048,930	1,068,160	1.83%	1.83%
Capital	196,398	101,000	101,000	108,000	100.00%	100.00%
<b>Total</b>	<b>\$1,840,969</b>	<b>\$1,765,285</b>	<b>\$1,773,400</b>	<b>\$1,810,900</b>	<b>2.58%</b>	<b>2.11%</b>
<b>Employees FTE</b>	<b>7.88</b>	<b>7.83</b>	<b>7.83</b>	<b>7.88</b>	<b>-----</b>	<b>-----</b>

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

## Contact

**Jeffrey Topper, Deputy Director of Public Works**  
(410) 386-2035

**Robin Hooper, Management and Budget Project**  
Coordinator (410) 386-2082

<http://ccgoverment.carr.org/ccg/util/>

## 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 users:

2011	2012	2013	2014
10,596	10,669	10,716	10,802

## Budget Changes

- The increase from FY 15 Original to Adjusted is due to salary adjustments.
- A 2.5% salary increase is included in FY 16.

## Positions

The organizational structure for the administration of the Bureau of Utilities is split between two County departments.

The Comptroller oversees the accounting function:

Title	Type	FTE
<i>Accountant</i>	Full-time	0.50
<i>Accounting Supervisor</i>	Full-time	0.50
<i>Accounting Technician</i>	Full-time	1.00
<b>Total</b>		<b>2.00</b>

50% of the Accountant and Accounting Supervisor positions are charged to the Solid Waste Enterprise Fund.

The Director of Public Works oversees the remainder of the administrative function:

Title	Type	FTE
<i>Admin Office Associate</i>	Full-time	1.05
<i>Bureau Chief</i>	Full-time	1.00
<i>Deputy Director</i>	Full-time	0.20
<i>Director</i>	Full-time	0.05
<i>GIS Analyst</i>	Full-time	0.25
<i>Office Associate</i>	Full-time	1.00
<i>Project Specialist</i>	Full-time	0.33
<i>Utilities Operations Manager</i>	Full-time	1.00
<i>Water and Sewer Engineer</i>	Full-time	1.00
<b>Total</b>		<b>5.88</b>

5% of the Director, 33% of the Project Specialist, and 75% of an Administrative Assistant are charged to the Solid Waste Enterprise Fund. In addition, 5% of the Director and 20% of the Deputy Director are charged to the Airport Enterprise Fund. The remaining 85% of the Director, 60% of the Deputy Director, 34% of the Project Specialist, 20% of an Administrative Assistant, and 75% of the GIS Analyst are charged to the General Fund.

# Board of Education Facilities

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$77,712	\$75,220	\$75,520	\$77,040	2.42%	2.01%
Benefits	40,081	41,250	41,275	42,560	3.18%	3.11%
Operating	102,635	64,950	64,950	69,750	7.39%	7.39%
Capital	0	18,000	18,000	0	-100.00%	-100.00%
<b>Total</b>	<b>\$220,427</b>	<b>\$199,420</b>	<b>\$199,745</b>	<b>\$189,350</b>	<b>-5.05%</b>	<b>-5.20%</b>
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

**Jeffrey Topper, Deputy Director of Public Works**  
(410) 386-2035

**Robin Hooper, Management and Budget Project**  
Coordinator (410) 386-2082

## 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

- A 2.5% salary increase is included in FY 16.
- Operating increases due to fuel expenses.
- Capital decreases due to the one-time cost of painting tanks at the South Carroll Wastewater Treatment Plant.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Operator</i>	Full-time	0.67
<i>WWTP Assistant Superintendent</i>	Full-time	0.67
<b>Total</b>		<b>1.34</b>

33% of the Operator and the Plant Superintendent positions are charged to the Other Water/Sewer budget.



# Freedom Sewer

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$279,795	\$307,930	\$308,920	\$316,010	2.62%	2.30%
Benefits	190,500	216,180	216,255	227,710	5.33%	5.30%
Operating	1,829,227	2,041,930	2,041,930	1,960,230	-4.00%	-4.00%
Capital	101,744	102,050	102,050	77,600	-23.96%	-23.96%
<b>Total</b>	<b>\$2,401,265</b>	<b>\$2,668,090</b>	<b>\$2,669,155</b>	<b>\$2,581,550</b>	<b>-3.24%</b>	<b>-3.28%</b>
<b>Employees FTE</b>	<b>7.33</b>	<b>7.33</b>	<b>7.33</b>	<b>7.33</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Jeffrey Topper, Deputy Director of Public Works  
(410) 386-2035  
Robin Hooper, Management and Budget Project  
Coordinator (410) 386-2082

## 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 serving schools:

- 126 miles of collections lines
- 13 pumping stations
- A wastewater treatment plant

The Freedom Sewer system serves 6,674 sewer customers.

The wastewater treatment plant can process 3.5 million gallons per day. The County generates 87% of the flows and the State generates 13%. Maryland Environment Services (MES) owns and operates the plant.

## Budget Changes

- A 2.5% salary increase is included in FY 16.
- Operating decreases due to a reduction in the operating contract with Maryland Environmental Services for the Freedom Wastewater Treatment Plant slightly offset by an increase in electricity and sludge removal.
- Capital decreases due to fewer pump replacements.

## Positions

Title	Type	FTE
<i>Apprentice Operator</i>	Full-time	2.00
<i>Collection Superintendent</i>	Full-time	1.00
<i>Collection System Operator</i>	Full-time	3.00
<i>Maintenance Mechanic</i>	Full-time	1.00
<i>Maintenance Worker</i>	Full-time	0.33
<b>Total</b>		<b>7.33</b>

33% of the Maintenance Worker position is charged to Hampstead Sewer and 34% is charged to Freedom Water.

# Freedom Water

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$649,218	\$639,470	\$609,170	\$621,790	-2.76%	2.07%
Benefits	292,419	318,800	316,625	284,605	-10.73%	-10.11%
Operating	1,959,331	1,587,325	1,587,325	1,759,565	10.85%	10.85%
Capital	147,785	89,470	89,470	110,800	23.84%	23.84%
<b>Total</b>	<b>\$3,048,754</b>	<b>\$2,635,065</b>	<b>\$2,602,590</b>	<b>\$2,776,760</b>	<b>5.38%</b>	<b>6.69%</b>
<b>Employees FTE</b>	<b>13.34</b>	<b>13.34</b>	<b>13.34</b>	<b>13.34</b>	<b>-----</b>	<b>-----</b>

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

## Contact

**Jeffrey Topper, Deputy Director of Public Works  
(410) 386-2035**  
**Robin Hooper, Management and Budget Project  
Coordinator (410) 386-2082**

## 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 8,283 customers.

The 4.0 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 and 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 3.0 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 15 Original to Adjusted is due to employee turnover.
- A 2.5% salary increase is included in FY 16.
- Operating increases due to cleaning costs for membrane filters and water purchases from the City of Baltimore.
- Capital increases for replacement of equipment at Raincliffe Well.

## Positions

Title	Type	FTE
<i>Distribution Apprentice Operator</i>	Full-time	1.00
<i>Distribution Operator</i>	Full-time	2.00
<i>Distribution Superintendent</i>	Full-time	1.00
<i>Maintenance Mechanic</i>	Full-time	1.00
<i>Maintenance Worker</i>	Full-time	0.34
<i>Plant Apprentice Operator</i>	Full-time	2.00
<i>Plant Assistant Superintendent</i>	Full-time	2.00
<i>Plant Operator</i>	Full-time	3.00
<i>Plant Superintendent</i>	Full-time	1.00
<b>Total</b>		<b>13.34</b>

33% of the Maintenance Worker position is charged to Hampstead Sewer and 33% is charged to Freedom Sewer.

# Hampstead Sewer

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$234,480	\$233,315	\$193,780	\$196,970	-15.58%	1.65%
Benefits	134,281	128,880	125,855	139,780	8.46%	11.06%
Operating	497,474	513,340	513,340	537,055	4.62%	4.62%
Capital	20,151	49,400	49,400	24,800	-49.80%	-49.80%
<b>Total</b>	<b>\$886,386</b>	<b>\$924,935</b>	<b>\$882,375</b>	<b>\$898,605</b>	<b>-2.85%</b>	<b>1.84%</b>
<b>Employees FTE</b>	<b>4.33</b>	<b>4.33</b>	<b>4.33</b>	<b>4.33</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Jeffrey Topper, Deputy Director of Public Works  
(410) 386-2035  
Robin Hooper, Management and Budget Project  
Coordinator (410) 386-2082

## 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 2,264 customers 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 15 Original to Adjusted is due to employee turnover.
- A 2.5% salary increase is included in FY 16.
- Operating increases due to electricity and sludge removal.
- Capital decreases due to fewer pump and equipment replacements.

## Positions

Title	Type	FTE
<i>Apprentice Operator</i>	Full-time	1.00
<i>Maintenance Mechanic</i>	Full-time	1.00
<i>Maintenance Worker</i>	Full-time	0.33
<i>Operator</i>	Full-time	1.00
<i>Treatment Plant Superintendent</i>	Full-time	1.00
<b>Total</b>		<b>4.33</b>

34% of the Maintenance Worker position is charged to Freedom Water and 33% is charged to Freedom Sewer.

# Other Water/Sewer

Description	Actual FY 14	Original Budget FY 15	Adjusted Budget FY 15	Budget FY 16	% Change From Orig. FY 15	% Change From Adj. FY 15
Personnel	\$41,745	\$37,510	\$37,660	\$38,400	2.37%	1.96%
Benefits	19,989	20,850	20,860	20,905	0.26%	0.22%
Operating	53,380	51,975	51,975	47,095	-9.39%	-9.39%
Capital	11,794	12,700	12,700	11,000	-13.39%	-13.39%
<b>Total</b>	\$126,908	\$123,035	\$123,195	\$117,400	-4.58%	-4.70%
<b>Employees FTE</b>	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

**Jeffrey Topper, Deputy Director of Public Works**  
**(410) 386-2035**  
**Robin Hooper, Management and Budget Project**  
**Coordinator (410) 386-2082**

## 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 customers using two wells, a treatment plant, a 100,000 gallon water tank, and distribution lines.

Pleasant Valley water and sewer systems serve 53 customers. 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 2.5% salary increase is included in FY 16.
- Operating decreases due to elimination of expenses associated with Bramble Hills. As of January 2015, the Bramble Hills ground water system is operated and maintained by the City of Westminster.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Operator</i>	Full-time	0.33
<i>Plant Superintendent</i>	Full-time	0.33
<b>Total</b>		0.66

67% of the Operator and the Plant Superintendent positions are charged to Board of Education Facilities.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2016 TO 2021

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2016	2017	2018	2019	2020	2021			
<b>UTILITIES ENTERPRISE:</b>									
Freedom District - Relief Sewer No. 2	\$0	\$1,367,000	\$0	\$0	\$0	\$0	\$164,000	\$0	\$1,531,000
Freedom District - Relief Sewer No. 4 (Snowden's Creek)	0	652,000	0	0	0	0	108,500	0	760,500
Freedom District - Relief Sewer No.10 (Sykesville Interceptor)	0	83,000	449,000	0	0	0	405,300	0	937,300
Freedom WWTP Enhanced Nutrient Removal	2,000,000	0	0	0	0	0	8,500,000	0	10,500,000
Gravity Sewer Main - Houcksville Rd to Treatment Plant	1,729,000	0	0	0	0	0	251,400	0	1,980,400
Hampstead WWTP Enhanced Nutrient Removal	15,340,000	0	0	0	0	0	3,000,000	0	18,340,000
Hydrant Replacements	104,000	110,000	115,000	121,000	127,000	133,000	0	0	710,000
Patapsco Valley Pump Station Upgrade	0	0	0	308,000	0	0	0	0	308,000
Sewer Main Rehabilitation	364,000	382,000	401,000	730,000	784,000	823,000	0	0	3,484,000
Sewer Manhole Rehabilitation	211,000	222,000	233,000	245,000	258,000	271,000	0	0	1,440,000
Stone Manor Pump Station Rehabilitation	0	306,000	0	0	0	0	0	0	306,000
Tank Painting, Repair and Rehabilitation	250,000	262,500	297,000	289,000	303,000	342,000	0	0	1,743,500
Town of Sykesville Streetscape - Water and Sewer Upgrades	0	260,000	1,560,000	0	0	0	0	0	1,820,000
Town of Sykesville Water and Sewer Upgrades	0	0	0	0	900,000	1,475,000	0	8,900,000	11,275,000
Water Main Loops	0	202,600	224,100	522,600	386,100	0	489,000	0	1,824,400
Water Main Valve Replacements	164,000	206,000	217,000	228,000	240,000	265,000	0	0	1,320,000
Water Meters	462,000	486,000	510,000	444,000	467,000	389,000	0	0	2,758,000
Water Service Line Replacement	200,000	205,000	210,000	215,000	221,000	226,000	0	0	1,277,000
Water/Sewer Studies	400,000	0	0	0	100,000	0	0	0	500,000
Waters Edge Pump Station Rehabilitation	0	0	275,000	0	0	0	0	0	275,000
West Hampstead Collector Sewer Main Upgrade/Repair	0	1,697,400	0	0	0	0	147,600	0	1,845,000
Winfield Pump Station Upgrade	0	0	0	176,000	0	0	0	0	176,000
<b>UTILITIES ENTERPRISE TOTAL</b>	<b>\$21,224,000</b>	<b>\$6,441,500</b>	<b>\$4,491,100</b>	<b>\$3,278,600</b>	<b>\$3,786,100</b>	<b>\$3,924,000</b>	<b>\$13,065,800</b>	<b>\$8,900,000</b>	<b>\$65,111,100</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$0	\$0	\$0	\$176,000	\$0	\$0	\$0	\$0	\$176,000
Utilities User Fees	10,540,000	4,339,500	2,722,100	3,102,600	2,886,100	2,449,000	6,888,000	0	32,927,300
Maintenance Fee	1,000,000	191,463	1,424,300	0	900,000	1,475,000	2,609,950	8,900,000	16,500,713
Area Connection Charges	4,424,000	1,910,537	344,700	0	0	0	3,567,850	0	10,247,087
Grants	5,260,000	0	0	0	0	0	0	0	5,260,000
<b>UTILITIES ENTERPRISE TOTAL</b>	<b>\$21,224,000</b>	<b>\$6,441,500</b>	<b>\$4,491,100</b>	<b>\$3,278,600</b>	<b>\$3,786,100</b>	<b>\$3,924,000</b>	<b>\$13,065,800</b>	<b>\$8,900,000</b>	<b>\$65,111,100</b>

*Grant Fund*

# Grant Fund Summary

Sources of Funding	Actual	Original	Adjusted <sup>1</sup>	Budget	% Change	% Change
	FY 14	Budget FY 15	Budget FY 15	Budget FY 16	From Orig. FY 15	From Adj. FY 15
Federal	\$5,913,090	\$5,819,461	\$5,823,885	\$5,873,504	0.93%	0.85%
Federal / Pass thru State	3,438,853	3,793,116	4,086,005	3,990,412	5.20%	-2.34%
State	3,372,961	3,424,030	3,709,679	3,402,023	-0.64%	-8.29%
Endowments	39,427	30,000	30,000	30,000	0.00%	0.00%
Recreation Program Fees	263,832	166,900	166,900	166,900	0.00%	0.00%
Miscellaneous	228,687	163,000	163,000	0	0.00%	0.00%
Donations	125,333	68,500	68,500	68,500	0.00%	0.00%
County Match	1,434,538	1,475,070	1,478,651	1,935,550	31.22%	30.90%
<b>Total Sources of Funding</b>	<b>\$14,816,721</b>	<b>\$14,940,077</b>	<b>\$15,526,620</b>	<b>\$15,466,889</b>	<b>3.53%</b>	<b>-0.38%</b>

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 14	Budget FY 15	Budget FY 15	Budget FY 16	From Orig. FY 15	From Adj. FY 15
Aging	\$1,511,629	\$1,802,766	\$1,823,866	\$1,700,055	-5.70%	-6.79%
BERC	1,060,857	1,188,708	1,188,708	1,379,924	16.09%	16.09%
Carroll Community College	300,000	300,000	300,000	300,000	0.00%	0.00%
Circuit Court	929,580	599,070	624,050	597,840	-0.21%	-4.20%
Citizen Services - State	946	4,000	4,000	4,000	0.00%	0.00%
Citizen Services Transportation	1,529,456	1,665,346	1,853,125	2,129,346	27.86%	14.91%
Conservation and Natural Resources	16,777	0	0	0	0.00%	0.00%
Emergency Services/Public Safety	783,882	506,152	646,834	518,800	2.50%	-19.79%
Economic Development	24,496	0	0	0	0.00%	0.00%
Farm Museum Endowment	23,057	30,000	30,000	30,000	0.00%	0.00%
Housing and Community Development	6,897,167	6,120,337	6,193,999	6,151,473	0.51%	-0.69%
Land Use, Planning and Development	54,437	163,000	163,000	70,820	-56.55%	-56.55%
Local Management Board	713,772	1,171,753	1,180,918	1,170,921	-0.07%	-0.85%
Risk Management	1,784	0	0	0	0.00%	0.00%
Recreation	260,284	175,000	178,000	175,000	0.00%	-1.69%
Solid Waste	0	0	28,558	0	0.00%	-100.00%
Sheriff Services	240,906	194,474	292,091	232,010	19.30%	-20.57%
State's Attorney	905,380	974,471	974,471	961,700	-1.31%	-1.31%
Tourism	51,533	45,000	45,000	45,000	0.00%	0.00%
<b>Total Uses of Funding</b>	<b>\$15,305,944</b>	<b>\$14,940,077</b>	<b>\$15,526,620</b>	<b>\$15,466,889</b>	<b>3.53%</b>	<b>-0.38%</b>

<sup>1</sup> At the time the FY 15 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 a more accurate figure.

# FY 16 Program Summary by Function

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Function	County Match/Contribution	Grant Funding	Total Program
Aging	\$71,750	\$1,628,305	\$1,700,055
Business and Employment Resource Center	0	1,379,924	1,379,924
Carroll Community College	300,000	0	300,000
Circuit Court	93,940	503,900	597,840
Citizen Services - State	4,000	0	4,000
Citizen Services Transportation	1,015,000	1,114,346	2,129,346
Emergency Services	0	518,800	518,800
Farm Museum Endowment	0	30,000	30,000
Housing and Community Development	23,000	6,128,473	6,151,473
Land Use, Planning and Development	0	70,820	70,820
Local Management Board	57,000	1,113,921	1,170,921
Recreation	8,100	166,900	175,000
Sheriff Services	48,990	183,020	232,010
State's Attorney	313,770	647,930	961,700
Tourism	0	45,000	45,000
<b>Total Grants</b>	<b>\$1,935,550</b>	<b>\$13,531,339</b>	<b>\$15,466,889</b>



# Aging and Disabilities – Grants

Grant Title	FY 14 Budget	FY 15 Budget	FY 16 Budget	Percent Change	County Match
Title III C1 (Congregate Meals)	\$269,600	\$280,636	\$306,846	9.34%	\$0
Title III C2 (Home Delivered Meals)	118,978	89,437	102,616	14.74%	0
Title III B (Supportive Services)	154,972	133,125	146,017	9.68%	5,000
Title III D (Health Promotion)	13,387	8,370	9,000	7.53%	0
Senior Inclusion Program	326,081	367,880	293,969	-20.09%	0
Senior Guardianship Program	56,797	45,405	38,908	-14.31%	0
Senior Information and Assistance	76,345	76,345	76,345	0.00%	61,500
Senior Health Insurance Program	18,448	27,305	26,587	-2.63%	0
Senior Coordinated Community Care	179,227	179,227	176,924	-1.28%	5,250
Senior Assisted Housing	87,235	85,020	90,604	6.57%	0
Senior Medicare Patrol Program	7,101	9,074	6,979	-23.09%	0
Maryland Access Point	100,000	100,000	0	-100.00%	0
Federal Financial Participation	0	0	74,628	100.00%	0
Community Options Waiver	180,000	278,000	222,000	-20.14%	0
Money Follows Person	39,600	22,000	10,000	-54.55%	0
National Caregiver	60,393	54,120	59,894	10.67%	0
Ombudsman	67,220	56,822	58,738	3.37%	0
<b>Total Aging Grants</b>	<b>\$1,755,384</b>	<b>\$1,812,766</b>	<b>\$1,700,055</b>	<b>-6.22%</b>	<b>\$71,750</b>

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 \$1,088,050.

## 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.

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# 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, or 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.

## Maryland Access Point

These funds are used to support the establishment of an Aging and Disability Resource Center: a single point of entry for adults age 50-up or adults age 18-up with disabilities to receive information and assistance in obtaining available benefits and services.

## Federal Financial Participation

This funding supports the administrative costs related to the Community First Choice and Maryland Access Point.

## Community Options Waiver

This program 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.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Accounts Technician</i>	Full-time	1.00
<i>Aging and Disability Supervisor</i>	Full-time	1.00
<i>Instruction and Events Coordinator</i>	Full-time	0.75
<i>Office Technician</i>	Full-time	1.00
<i>Paraprofessional</i>	Contractual	0.15
<i>Program Aide</i>	Full-time	3.00
<i>Program Assistant</i>	Full-time	1.00
<i>Program Coordinator</i>	Full-time	5.50
<i>Program Specialist</i>	Full-time	4.40
<i>Program Technician</i>	Full-time	1.00
<i>Total</i>		18.80

# Business and Employment Resource Center – Grants

Grant Title	FY 14 Budget	FY 15 Budget	FY 16 Budget	Percent Change	County Contribution
WIA Title I-Adult	\$159,425	\$186,848	\$220,695	18.11%	\$0
WIA Title I-Dislocated Worker	570,784	686,240	788,172	14.85%	0
WIA Title I-Youth	162,870	196,750	233,065	18.46%	0
WIA Admin	99,231	118,870	137,992	16.09%	0
<b>Total BERC Grants</b>	<b>\$992,310</b>	<b>\$1,188,708</b>	<b>\$1,379,924</b>	<b>16.09%</b>	<b>\$0</b>

## WIA Title I-Adult

These funds, provided under the Workforce Investment Act (WIA), 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.

## WIA Title I-Dislocated Worker

These funds, provided under the Workforce Investment 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
- Initial 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

## WIA 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 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 - 21 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, 30% of the funds must be expended on out-of-school youth.

## WIA Title I-Admin

These funds assist in paying associated administrative costs for the other WIA programs listed in this section.

## Budget Changes

Beginning in FY 16, due to a change in law, the Workforce Investment Opportunity Act grant funds a full-time Support Specialist whose responsibilities include employment of Veterans, Individuals with Disabilities and Work Release.

## Positions

Title	Type	FTE
<i>Business Consultant</i>	Full-time	0.90
<i>Employment Consultant</i>	Full-time	4.00
<i>Resource and Data Specialist</i>	Full-time	1.00
<i>Support Specialist</i>	Full-time	1.00
<i>Youth Program Coordinator</i>	Full-time	1.00
<b>Total</b>		<b>7.90</b>

The Business Consultant position is 90% grant funded and 10% County funded.

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# Carroll Community College – Grant

Grant Title	FY 14 Budget	FY 15 Budget	FY 16 Budget	Percent Change	County Match
Adult Basic Education	\$300,000	\$300,000	\$300,000	0.00%	\$300,000
<b>Total Community College Grants</b>	\$300,000	\$300,000	\$300,000	0.00%	\$300,000

### 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 \$294,650 to the College.

# Circuit Court – Grants

Grant Title	FY 14 Budget	FY 15 Budget	FY 16 Budget	Percent Change	County Match
Family Law Administration	\$465,270	\$381,240	\$379,000	-0.59%	\$76,770
Child Support Enforcement	32,030	42,040	34,840	-17.12%	13,170
Drug Treatment Court	209,693	175,790	184,000	4.67%	4,000
<b>Total Circuit Court Grants</b>	<b>\$706,993</b>	<b>\$599,070</b>	<b>\$597,840</b>	<b>-0.01%</b>	<b>\$93,940</b>

## Family Law Administration

This grant funds 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, 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.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Administrative Assistant</i>	Contractual	0.75
<i>Administrative Assistant</i>	Full-time	1.00
<i>Bailiff</i>	Contractual	0.50
<i>Mediation Coordinator</i>	Full-time	1.00
<i>Drug Court Case Manager</i>	Full-time	1.00
<i>Drug Court Coordinator</i>	Full-time	1.00
<i>Family Law Administrator</i>	Full-time	1.00
<i>Visitation Observer</i>	Full-time	2.25
<i>Visitation Services Coordinator</i>	Full-time	1.00
<b>Total</b>		<b>9.50</b>

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# Citizen Services – State – Grant

<b>Grant Title</b>	<b>FY 14 Budget</b>	<b>FY 15 Budget</b>	<b>FY 16 Budget</b>	<b>Percent Change</b>	<b>County Match</b>
<b>Health Department - Emergency Funds</b>	\$4,000	\$4,000	\$4,000	0.00%	\$4,000
<b>Total Citizen Services - State</b>	\$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 that state applicants' gross income must fall at or below 185 percent of the U.S. Poverty Income Guidelines. These funds will only be used for direct diagnostic and treatment services for specified medical conditions.

# Citizen Services Transportation – Grants

Grant Title	FY 14 Budget	FY 15 Budget	FY 16 Budget	Percent Change	County Match
Section 5311 - Capital Outlay	\$438,496	\$546,413	\$566,472	3.67%	\$56,700
Section 5311 - Operating	261,441	215,917	215,917	0.00%	83,881
SSTAP Operating	218,951	234,529	234,529	0.00%	83,500
Section 5307 - Operating	593,608	668,487	1,112,428	66.41%	790,919
<b>Total Transportation Grants</b>	<b>\$1,512,496</b>	<b>\$1,665,346</b>	<b>\$2,129,346</b>	<b>27.86%</b>	<b>\$1,015,000</b>

The County is required to contribute a matching contribution to the operating and capital grant funds. The required match percentage varies from grant to grant. In addition to the County match, \$41,350 is included in Technology Services operating budget for software.

## 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.

## 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 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

The 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. The transportation administration expense of \$63,000 is included in this budget and is 100% County funded.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Transportation Grants Coordinator</i>	Full-time	1.00
<b>Total</b>		<b>1.00</b>

# Emergency Management – Grants

Grant Title	FY 14 Budget	FY 15 Budget	FY 16 Budget	Percent Change	County Match
Hazardous Material Emergency Planning	\$114,840	\$111,367	\$111,350	-0.02%	\$0
Homeland Security Grants	487,000	394,785	407,450	3.21%	0
<b>Total Emergency Services Grants</b>	\$601,840	\$506,152	\$518,800	2.34%	\$0

## 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, the grant provides for hazardous materials training and emergency planning training under Section 117A of the Hazard Materials Transportation Act. 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.

## Positions

Title	Type	FTE
<i>Emergency MGT Fiscal Planner</i>	Full-time	1.00
<i>Emergency MGT Asst. Coordinator</i>	Full-time	1.00
<i>Paraprofessional</i>	Full-time	1.00
<b>Total</b>		<b>3.00</b>



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# Farm Museum Endowment – Grant

<b>Grant Title</b>	<b>FY 14 Budget</b>	<b>FY 15 Budget</b>	<b>FY 16 Budget</b>	<b>Percent Change</b>	<b>County Match</b>
<b>Farm Museum Endowment</b>	\$30,000	\$30,000	\$30,000	0.00%	\$0
<b>Total Farm Museum Endowment Grant</b>	\$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 used for operating costs for the Farm Museum such as store supplies, restoration projects, and small machinery and equipment.

# Housing and Community Development – Grants

Grant Title	FY 14 Budget	FY 15 Budget	FY 16 Budget	Percent Change	County Match
HUD Housing Choice – Voucher	\$6,025,382	\$5,765,383	\$5,819,877	0.95%	\$0
Family Self Sufficiency	54,072	54,078	53,627	-0.83%	0
Rental Allowance	40,000	40,000	40,000	0.00%	0
Department of Energy – Weatherization	69,505	45,907	0	-100.00%	0
Emergency and Transitional Housing Services	55,100	55,100	55,100	0.00%	0
Emergency Solutions Grant	50,000	50,000	50,000	0.00%	0
The Emergency Food Assistance Program	5,000	0	0	0.00%	0
Women’s Shelter	109,869	109,869	109,869	0.00%	0
Continuum of Care	0	0	23,000	100.00%	23,000
<b>Total Housing and Community Development Grants</b>	<b>\$6,408,928</b>	<b>\$6,120,337</b>	<b>\$6,151,473</b>	<b>0.51%</b>	<b>\$23,000</b>

## 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

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 Programs of Carroll County manages the Women’s Shelter with oversight provided by the Department of Citizen Services.

## Positions

Title	Type	FTE
<i>Deputy Director</i>	Full-time	0.40
<i>Family Sufficiency Coordinator</i>	Full-time	1.00
<i>Fiscal Manager</i>	Full-time	1.00
<i>Housing Inspector</i>	Full-time	1.00
<i>Housing Specialist</i>	Full-time	4.00
<i>Office Associate</i>	Full-time	0.60
<i>Paraprofessional</i>	Contractual	0.13
<i>Program Manager</i>	Full-time	1.00
<b>Total</b>		<b>9.13</b>

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# Land Use, Planning and Development – Grant

Grant Title	FY 14 Budget	FY 15 Budget	FY 16 Budget	Percent Change	County Match
UPWP	\$78,000	\$163,000	\$70,820	-56.60%	\$0
<b>Total Land Use, Planning and Development Grant</b>	\$78,000	\$163,000	\$70,820	-56.60%	\$0

## UPWP

The work program, Unified Planning Work Program for Transportation Planning, details projects and other activities to be completed by the Baltimore Regional Transportation Board.

Members include:

- Annapolis
- Baltimore City
- Anne Arundel County
- Baltimore County
- Carroll County
- Harford County
- Howard County

# Local Management Board – Grants

Grant Title	FY 14 Budget	FY 15 Budget	FY 16 Budget	Percent Change	County Match
Adventure Diversion Program	\$80,000	\$80,000	\$76,665	-4.17%	\$0
Brief Strategic Family Therapy	118,737	118,737	118,737	0.00%	0
Cultural Navigator	27,601	27,601	27,601	0.00%	0
Get Connected Family Resource Center	118,286	118,286	118,286	0.00%	0
Interagency Family Preservation	0	356,247	356,247	0.00%	0
MOU Administration	154,036	161,580	164,083	1.55%	57,000
Parents as Teachers	183,478	183,478	183,478	0.00%	0
Safe and Stable Families	0	125,824	125,824	0.00%	0
<b>Total Local Management Board Grants</b>	<b>\$682,138</b>	<b>\$1,171,753</b>	<b>\$1,170,921</b>	<b>-0.07%</b>	<b>\$57,000</b>

## 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.

## 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.

## 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.

## 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 in 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 the child 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.

## Positions

Title	Type	FTE
<i>Contract Specialist</i>	Full-time	0.80
<i>Manager</i>	Full-time	0.80
<i>Office Associate</i>	Contractual	0.56
<b>Total</b>		<b>2.16</b>

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# Recreation – Grants

<b>Grant Title</b>	<b>FY 14 Budget</b>	<b>FY 15 Budget</b>	<b>FY 16 Budget</b>	<b>Percent Change</b>	<b>County Contribution</b>
<b>Community Recreation Programs</b>	\$95,100	\$100,000	\$120,000	20.00%	\$8,100
<b>Community Recreation Trips</b>	100,000	75,000	55,000	-26.67%	0
<b>Total Recreation Grants</b>	\$195,100	\$175,000	\$175,000	-10.30%	\$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.

## Positions

<b>Title</b>	<b>Type</b>	<b>FTE</b>
<b>Adm. Office Associate</b>	Full-time	0.50
<b>Total</b>		0.50

50% of an Administrative Office Associate position is charged to Recreation.

# Sheriff Services – Grants

Grant Title	FY 14 Budget	FY 15 Budget	FY 16 Budget	Percent Change	County Match
<b>Child Support</b>	\$130,900	\$134,334	\$154,440	10.19%	\$6,420
<b>National Children’s Alliance</b>	10,000	10,000	10,000	0.00%	0
<b>Violence Against Women Act</b>	48,080	50,140	67,570	34.76%	42,570
<b>Total Sheriff Services Grants</b>	\$188,980	\$194,474	\$232,010	2.91%	\$48,990

## Child Support Unit

The Sheriff Services 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. The exchange of monies collected by the Circuit Court to the Bureau of Support Enforcement is handled through this Unit. State reimbursement for these services is approximately 66% of total costs.

## 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

## 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.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Assistant</i>	Full-time	0.50
<i>Coordinator</i>	Full-time	1.00
<i>Master Deputy</i>	Full-time	1.00
<b>Total</b>		<b>2.50</b>

# State's Attorney's Office – Grants

Grant Title	FY 14 Budget	FY 15 Budget	FY 16 Budget	Percent Change	County Match
Child Support Unit	\$816,518	\$847,321	\$851,200	0.46%	\$259,270
Violence Against Women Act	117,730	127,150	110,500	-13.09%	54,500
<b>Total State's Attorney's Office Grants</b>	<b>\$934,248</b>	<b>\$974,471</b>	<b>\$961,700</b>	<b>-1.31%</b>	<b>\$313,770</b>

## Child Support Unit

The Child Support unit of the State's Attorney's Office comprises eleven employees. The unit provides legal representation for child support services. Legal assistance is provided in the areas of paternity, child support, health insurance, and enforcement of court ordered child support. State reimbursement is provided for approximately 66% of total costs.

## Violence Against Women Act

The Violence Against Women Act grant funds a portion of the salary of a full-time attorney who deals solely with the area of Domestic Violence.

## Positions

Title	Type	FTE
Case Technician	Full-time	1.00
Investigator	Full-time	2.00
Prosecution Aide	Full-time	2.00
Prosecution Assistant	Full-time	4.00
Senior Assistant State's Attorney	Full-time	1.00
Specialty Unit Supervisor	Full-time	2.00
<b>Total</b>		<b>12.00</b>

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# Tourism – Grant

Grant Title	FY 14 Budget	FY 15 Budget	FY 16 Budget	Percent Change	County Match
Maryland Tourism Development Board	\$43,892	\$45,000	\$45,000	0.00%	\$0
<b>Total Tourism Grants</b>	\$43,892	\$45,000	\$45,000	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*
- *Maryland Life*
- *Great Vacations Getaways*
- *America's Best Vacations*



*OPEB,  
Pension Trust,  
and  
Special Revenue Funds*

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# 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 14	FY 15	FY 16	Increase
	Actual	Budget	Budget	(Decrease)
OPEB Contribution - Transfer from General Fund	\$10,056,900	\$9,632,900	\$10,103,580	\$470,680
Retiree Medicare Part D	226,975	0	0	0
Retiree Contributions	425,337	0	0	0
Interest	2,135	0	0	0
Unrealized Gain/(Loss)	6,512,261	0	0	0
<b>Total Sources of Funding</b>	<b>\$17,223,608</b>	<b>\$9,632,900</b>	<b>\$10,103,580</b>	<b>\$470,680</b>

Uses of Funding				
Budgeted Employer OPEB Trust Contribution	\$0	\$5,150,000	\$5,150,000	\$0
Audit fees	4,800	0	0	0
Consulting fees	5,000	0	0	0
Retiree Health Benefit Payments	4,001,567	4,482,900	4,953,580	470,680
<b>Total Uses of Funding</b>	<b>\$4,011,367</b>	<b>\$9,632,900</b>	<b>\$10,103,580</b>	<b>\$470,680</b>

# 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. Administrative and oversight functions of the Plan are the responsibility of the Pension Plan Committee, consisting of four individuals set forth in the Plan document and two Plan participants selected by the County Commissioners.

Sources of Funding	FY 14	FY 15	FY 16	Increase
	Actual	Budget	Budget	(Decrease)
Employer Pension Contribution	\$2,367,000	\$2,558,020	\$2,542,100	(\$15,920)
Pension recovery - Enterprise & Grant Funds	0			0
Unrealized Gain/(Loss)	7,867,123	0	0	0
Employee Pension Contribution	1,573,433	0	0	0
Interest	0	0	0	0
<b>Total Sources of Funding</b>	<b>\$11,807,556</b>	<b>\$2,558,020</b>	<b>\$2,542,100</b>	<b>(\$15,920)</b>

Uses of Funding				
Legal fees	\$1,376	\$0	\$0	\$0
Audit fees	3,600	0	0	0
Consulting fees	40,361	0	0	0
Employee Pension Fund Payments	924,686	0	0	0
Budgeted Employer Pension Contribution	0	2,558,020	2,542,100	(15,920)
<b>Total Uses of Funding</b>	<b>\$970,023</b>	<b>\$2,558,020</b>	<b>\$2,542,100</b>	<b>(\$15,920)</b>

# 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 14	FY 15	FY 16	Increase
	Actual	Budget	Budget	(Decrease)
Employer Pension Contribution	\$869,760	\$835,380	\$680,880	(\$154,500)
Pension Recovery - Enterprise and Grant Funds	0	0	0	0
Unrealized Gain/(Loss)	992,039	0	0	0
Employee Pension Contribution	580,222	0	0	0
Interest	0	0	0	0
<b>Total Sources of Funding</b>	<b>\$2,442,021</b>	<b>\$835,380</b>	<b>\$680,880</b>	<b>(\$154,500)</b>

Uses of Funding				
Legal fees	\$516	\$0	\$0	\$0
Audit fees	1,200	0	0	0
Consulting fees	14,159	0	0	0
Other Misc. Fees	5,362	0	0	0
Certified Law Officers Pension Fund Payments	124,016	0	0	0
Budgeted Employer Pension Contribution	0	835,380	680,880	(154,500)
<b>Total Uses of Funding</b>	<b>\$145,253</b>	<b>\$835,380</b>	<b>\$680,880</b>	<b>(\$154,500)</b>

# 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 62.

Sources of Funding	FY 14	FY 15	FY 16	Increase
	Actual	Budget	Budget	(Decrease)
Unrealized Gain/(Loss)	\$1,310,932	\$0	\$0	\$0
Interest	0	0	0	
Transfer from General Fund	250,000	250,000	50,000	(200,000)
<b>Total Sources of Funding</b>	<b>\$1,560,932</b>	<b>\$250,000</b>	<b>\$50,000</b>	<b>(\$200,000)</b>

Uses of Funding				
Audit fees	\$2,400	\$0	\$0	\$0
Consulting fees	551	0	0	0
Other Professional Services	4,278	0	0	0
LOSAP Pension Fund Payments	607,733	250,000	50,000	(200,000)
<b>Total Uses of Funding</b>	<b>\$614,962</b>	<b>\$250,000</b>	<b>\$50,000</b>	<b>(\$200,000)</b>

# Special Revenue Fund

A Special Revenue fund captures dedicated revenues until they are appropriated for use in other funds in a given year. Ag Transfer Tax is collected on the sale of agricultural property that it is being re-zoned from agricultural to another classification. The proceeds are used to help fund the Agricultural Land Preservation Program. Cable Franchise Fee is 5% of gross cable television revenue. Beginning in FY 16, the Commissioners voted to unrestrict the Cable Franchise Fee and transfer the balance for General Fund use. Hotel Rental Tax is tax 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. Impact fees are collected at the time a permit is issued for the construction of a new home. There are two types of fees: schools and parks. A project is eligible for impact fee funding if the project is being created to alleviate pressures related to growth as described in the impact fee ordinance. In September 2012, the Commissioners voted to temporarily reduce the school impact fee to zero. The fee will remain at zero until FY 17.

Sources of Funding	FY 14	FY 15	FY 16	Increase
	Actual	Budget	Budget	(Decrease)
Ag Transfer Tax	\$365,510	\$30,000	\$425,000	\$395,000
Cable Franchise Fee	1,390,284	966,359	2,050,000	1,083,641
Hotel Rental Tax	309,992	359,641	351,200	(8,441)
Impact Fees	206,711	318,000	500,000	182,000
Interest and Gain/(Loss)	2,677	0	0	0
<b>Total Sources of Funding</b>	<b>\$2,275,174</b>	<b>\$1,674,000</b>	<b>\$3,326,200</b>	<b>\$1,652,200</b>

Uses of Funding				
Transfer to Capital	\$208,657	\$348,000	\$925,000	\$577,000
Transfer to Operating	1,351,995	1,326,000	2,401,200	1,075,200
<b>Total Uses of Funding</b>	<b>\$1,560,652</b>	<b>\$1,674,000</b>	<b>\$3,326,200</b>	<b>\$1,652,200</b>

# 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's National Pollutant Discharge Elimination System (NPDES) Permit and Watershed Restoration efforts. Property Tax revenue equal to the projected operating expenses for this purpose will be dedicated to the fund on an annual basis.

Sources of Funding	FY 14 Actual	FY 15 Budget	FY 16 Budget	Increase (Decrease)
Dedicated Property Tax	\$0	\$1,066,890	\$1,098,230	\$31,340
<b>Total Sources of Funding</b>	<b>\$0</b>	<b>\$1,066,890</b>	<b>\$1,098,230</b>	<b>\$31,340</b>

Uses of Funding	FY 14 Actual	FY 15 Budget	FY 16 Budget	Increase (Decrease)
Personnel	\$0	\$907,950	\$922,770	\$14,820
Operating	0	158,940	175,460	16,520
<b>Total Uses of Funding</b>	<b>\$0</b>	<b>\$1,066,890</b>	<b>\$1,098,230</b>	<b>\$31,340</b>

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Bureau Chief, Resource Management</i>	Full-time	0.75
<i>Chief Reviewer/Inspector</i>	Full-time	0.30
<i>Deputy Director, Land Use, Planning and Dev.</i>	Full-time	0.30
<i>Environmental Inspector/Grading Reviewer</i>	Full-time	1.00
<i>Floodplain Mgt. Specialist</i>	Full-time	0.80
<i>Forest Conservation Specialist</i>	Full-time	0.10
<i>NPDES Compliance Specialist</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	0.15
<i>Program Engineer</i>	Full-time	0.40
<i>Stormwater Management Review Assistant</i>	Full-time	0.60
<i>Water Resource Specialist</i>	Full-time	1.60
<i>Water Resource Supervisor</i>	Full-time	0.80
<i>Water Resource Technician</i>	Full-time	0.80
<i>Watershed Grants Analyst</i>	Full-time	1.00
<i>Watershed Management Specialist</i>	Full-time	0.80
<i>Watershed Restoration Engineer</i>	Full-time	0.80
<b>Total</b>		<b>12.20</b>

All, or a portion of, the above positions are funding through the Watershed Protection and Restoration Fund. The remainder of the Deputy Director and Administrative Office Associate salaries are charged to Land Use, Planning and Development. All other positions with split salaries are charged to the Bureau of Resource Management.

*Internal Service Funds*



# Fringe Benefits ISF

The Fringe Benefits 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 and life insurance coverage.

Sources of Funding	FY 14 Actual	FY 15 Budget	FY 16 Budget	Increase (Decrease)
General Fund	\$14,403,720	\$15,463,110	\$15,603,110	\$140,000
Grant Fund	729,790	756,450	784,910	28,460
Watershed Protection and Restoration Fund	0	177,640	163,320	(14,320)
Enterprise Fund	820,306	960,300	967,160	6,860
Interest and Gain/(Loss)	8,724	0	0	0
<b>Total Sources of Funding</b>	<b>\$15,962,539</b>	<b>\$17,357,500</b>	<b>\$17,518,500</b>	<b>\$161,000</b>

Uses of Funding				
Employee Fringe Benefits	\$13,991,140	\$17,357,500	\$17,518,500	\$161,000
<b>Total Uses of Funding</b>	<b>\$13,991,140</b>	<b>\$17,357,500</b>	<b>\$17,518,500</b>	<b>\$161,000</b>

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# 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. The planned funding for FY 16 was allocated to establish the Workers Compensation Internal Service Fund.

Sources of Funding	FY 14 Actual	FY 15 Budget	FY 16 Budget	Increase (Decrease)
General Fund	\$115,000	\$115,000	\$0	(\$115,000)
Insurance	23,855	0	0	0
<b>Total Sources of Funding</b>	<b>\$138,855</b>	<b>\$115,000</b>	<b>\$0</b>	<b>(\$115,000)</b>

Uses of Funding				
Vehicle Repairs	\$87,331	\$115,000	\$0	(\$115,000)
<b>Total Uses of Funding</b>	<b>\$87,331</b>	<b>\$115,000</b>	<b>\$0</b>	<b>(\$115,000)</b>

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# 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. The planned funding for FY 16 was allocated to establish the Workers Compensation Internal Service Fund.

Sources of Funding	FY 14	FY 15	FY 16	Increase
	Actual	Budget	Budget	(Decrease)
General Fund	\$40,000	\$40,000	\$0	(\$40,000)
<b>Total Sources of Funding</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$0</b>	<b>(\$40,000)</b>

Uses of Funding	FY 14	FY 15	FY 16	Increase
Public Official, Police and Sewer	\$3,047	\$40,000	\$0	(\$40,000)
<b>Total Uses of Funding</b>	<b>\$3,047</b>	<b>\$40,000</b>	<b>\$0</b>	<b>(\$40,000)</b>

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# 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. The planned funding for FY 16 was allocated to establish the Workers Compensation Internal Service Fund.

Sources of Funding	FY 14	FY 15	FY 16	Increase
	Actual	Budget	Budget	(Decrease)
General Fund	\$165,000	\$165,000	\$0	(\$165,000)
Insurance	5,772	0	0	0
<b>Total Sources of Funding</b>	<b>\$170,772</b>	<b>\$165,000</b>	<b>\$0</b>	<b>(\$165,000)</b>

Uses of Funding				
Claims	\$15,375	\$165,000	\$0	(\$165,000)
<b>Total Uses of Funding</b>	<b>\$15,375</b>	<b>\$165,000</b>	<b>\$0</b>	<b>(\$165,000)</b>

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# Risk Management Workers Compensation ISF

This Internal Service Fund (ISF) is being established in FY 16 to account for the cost of the County's workers compensation claims.

	FY 14	FY 15	FY 16	Increase
Sources of Funding	Actual	Budget	Budget	(Decrease)
General Fund	\$0	\$0	\$3,077,570	\$3,077,570
<b>Total Sources of Funding</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,077,570</b>	<b>\$3,077,570</b>

Uses of Funding				
Claims	\$0	\$0	\$3,077,570	\$3,077,570
<b>Total Uses of Funding</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,077,570</b>	<b>\$3,077,570</b>

## *Position Summary*

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# 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 or Enterprise Fund position.

- General Fund positions are supported by taxes, fees and other general fund revenues.
- Enterprise Fund positions are supported apart from the General Fund by charges generated by and restricted to use for a specific service, for example water and sewer charges.
- Grant Fund positions are supported primarily by State and Federal grants.

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); required by law with salaries set by law (By-Law); or only eligible for benefits while employed (Grant-Contingent).

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 Sheriff Services, Detention Center, Circuit Court, Circuit Court Masters, Orphan's Court, Volunteer Community Service Program, State's Attorney, Victim Witness, Child Support, and Soil Conservation.

The overall number of authorized positions for FY 16 is 1,026.56 positions. A new grant-funded Support Specialist position is included in FY 16 for the Carroll County Business and Employment Resource Center (BERC). Also approved for FY 16 are eight new positions including a Supervisory Drug Prosecutor, Drug Investigator/Cellphone Analyst, and an Education and Treatment Liaison for the State's Attorney Office as well as a Corporal and 4 Deputy First Class positions for Sheriff Services.

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# Authorized Position History

General Fund	FY 14 Adjusted FTE				FY 15 Budget FTE				FY 15 Adjusted FTE				FY 16 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Cable Regulatory Commission	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
<b>Cable Reg Commission TOTAL</b>	1.00	0.00	0.00	1.00	1.00	0.00	0.00	1.00	1.00	0.00	0.00	1.00	1.00	0.00	0.00	1.00
Circuit Court	17.00	---	14.69	31.69	18.00	---	14.69	32.69	18.00	---	15.21	33.21	18.00	---	16.55	34.55
Circuit Court Masters	7.00	---	---	7.00	7.00	---	---	7.00	7.00	---	---	7.00	7.00	---	---	7.00
Orphan's Court	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00
Volunteer Community Services	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
<b>Courts TOTAL</b>	27.00	0.00	17.69	44.69	28.00	0.00	17.69	45.69	28.00	0.00	18.21	46.21	28.00	0.00	19.55	47.55
Public Safety 911	36.00	---	1.75	37.75	39.00	---	2.13	41.13	39.00	---	2.13	41.13	39.00	---	2.13	41.13
<b>Public Safety 911 TOTAL</b>	36.00	0.00	1.75	37.75	39.00	0.00	2.13	41.13	39.00	0.00	2.13	41.13	39.00	0.00	2.13	41.13
CC Advocacy and Investigation Center	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Detention Center	109.00	0.50	---	109.50	109.00	0.50	---	109.50	109.00	0.50	---	109.50	109.00	0.50	---	109.50
Sheriff Services	145.00	---	2.00	147.00	145.00	---	2.00	147.00	145.00	---	2.00	147.00	150.00	---	2.00	152.00
<b>Sheriff Services TOTAL</b>	256.00	0.50	2.00	258.50	256.00	0.50	2.00	258.50	256.00	0.50	2.00	258.50	261.00	0.50	2.00	263.50
State's Attorney's Office	36.00	0.50	---	36.50	36.00	0.50	---	36.50	36.00	0.62	---	36.62	39.00	0.62	---	39.62
Victim Witness Assistance	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
<b>State's Attorney TOTAL</b>	41.00	0.50	0.00	41.50	41.00	0.50	0.00	41.50	41.00	0.62	0.00	41.62	44.00	0.62	0.00	44.62
Public Works Administration	5.44	---	1.00	6.44	4.74	---	1.00	5.74	5.74	---	1.00	6.74	4.74	---	1.00	5.74
Building Construction	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Engineering Administration	2.00	---	---	2.00	2.80	---	---	2.80	2.80	---	---	2.80	3.75	---	---	3.75
Engineering Constr. Inspection	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
Engineering Design	6.00	---	---	6.00	6.00	---	---	6.00	6.00	---	---	6.00	6.00	---	---	6.00
Engineering Survey	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
Facilities	51.00	---	0.50	51.50	51.00	---	0.50	51.50	51.00	---	0.50	51.50	51.00	---	0.50	51.50
Fleet Management	24.00	---	---	24.00	24.00	---	---	24.00	24.00	---	---	24.00	24.00	---	---	24.00
Permits and Inspection	22.00	---	---	22.00	22.00	---	---	22.00	22.00	---	---	22.00	22.00	---	---	22.00
Roads Operations	103.00	0.50	2.40	105.90	103.00	0.50	2.40	105.90	103.00	0.50	2.40	105.90	103.00	0.50	2.40	105.90
<b>Public Works TOTAL</b>	225.44	0.50	3.90	229.84	225.54	0.50	3.90	229.94	226.54	0.50	3.90	230.94	226.49	0.50	3.90	230.89
Citizen Services Administration	3.00	---	0.50	3.50	4.00	---	1.00	5.00	4.00	---	1.00	5.00	4.00	---	1.00	5.00
Aging and Disabilities	19.00	---	---	19.00	19.00	---	---	19.00	19.00	---	---	19.00	19.00	---	---	19.00
<b>Citizen Services TOTAL</b>	22.00	0.00	0.50	22.50	23.00	0.00	1.00	24.00	23.00	0.00	1.00	24.00	23.00	0.00	1.00	24.00
Recreation and Parks Administration	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
Hashawha	9.00	0.63	1.19	10.82	9.00	0.63	1.19	10.82	8.00	0.63	1.19	9.82	8.00	0.63	1.19	9.82
Piney Run	5.00	---	11.34	16.34	5.00	---	11.34	16.34	5.00	---	11.34	16.34	5.00	---	11.34	16.34
Recreation	4.50	---	3.00	7.50	4.50	---	3.00	7.50	5.50	---	3.00	8.50	5.50	---	3.00	8.50
Sports Complex	2.00	---	0.70	2.70	2.00	---	0.70	2.70	2.00	---	0.70	2.70	2.00	---	0.70	2.70
<b>Culture and Recreation TOTAL</b>	24.50	0.63	16.23	41.36	24.50	0.63	16.23	41.36	24.50	0.63	16.23	41.36	24.50	0.63	16.23	41.36
Comptroller Administration	4.00	---	0.12	4.12	4.00	---	0.12	4.12	4.00	---	0.12	4.12	4.00	---	0.12	4.12
Accounting	12.00	---	---	12.00	12.00	---	---	12.00	12.00	---	---	12.00	12.00	---	---	12.00
Collections Office	10.00	---	0.63	10.63	10.00	---	0.63	10.63	10.00	---	0.63	10.63	10.00	---	0.63	10.63
Purchasing	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
<b>Comptroller TOTAL</b>	31.00	0.00	0.75	31.75	31.00	0.00	0.75	31.75	31.00	0.00	0.75	31.75	31.00	0.00	0.75	31.75
County Attorney	11.75	---	0.63	12.38	9.75	---	0.63	10.38	9.75	---	0.63	10.38	9.75	---	0.63	10.38
<b>County Attorney TOTAL</b>	11.75	0.00	0.63	10.38	9.75	0.00	0.63	10.38	9.75	0.00	0.63	10.38	9.75	0.00	0.63	10.38
Economic Development Admin.	7.00	---	---	7.00	7.00	---	---	7.00	7.00	---	---	7.00	7.00	---	---	7.00
BERC	2.85	---	---	2.85	2.85	---	---	2.85	2.85	---	---	2.85	2.85	---	---	2.85
Farm Museum	7.00	1.15	1.84	9.99	7.00	1.15	1.84	9.99	7.00	1.15	1.84	9.99	7.00	1.15	1.84	9.99
Tourism	1.00	---	1.80	2.80	1.00	---	1.80	2.80	1.00	---	1.80	2.80	1.00	---	1.80	2.80
<b>Economic Development TOTAL</b>	17.85	1.15	3.64	22.64	17.85	1.15	3.64	22.64	17.85	1.15	3.64	22.64	17.85	1.15	3.64	22.64
Human Resources Administration	10.00	---	---	10.00	10.00	---	---	10.00	10.00	---	---	10.00	10.00	---	---	10.00
Personnel Services	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
<b>Human Resources TOTAL</b>	13.00	0.00	0.00	13.00	13.00	0.00	0.00	13.00	13.00	0.00	0.00	13.00	13.00	0.00	0.00	13.00
Administration	14.00	---	0.80	14.80	14.00	---	0.40	14.40	12.40	---	1.00	13.40	12.40	---	1.00	13.40
Comprehensive Planning	5.00	---	---	5.00	6.00	---	---	6.00	6.00	---	---	6.00	6.00	---	---	6.00
Development Review	8.00	---	---	8.00	8.00	---	---	8.00	8.00	---	---	8.00	8.00	---	---	8.00
Resource Management	19.00	---	---	19.00	9.10	---	---	9.10	9.10	---	---	9.10	9.10	---	---	9.10
Zoning Administration	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
<b>Land Use, Planning and Dev TOTAL</b>	50.00	0.00	0.80	50.80	41.10	0.00	0.40	41.50	39.50	0.00	1.00	40.50	39.50	0.00	1.00	40.50



# Authorized Position History

General Fund	FY 14 Adjusted FTE				FY 15 Budget FTE				FY 15 Adjusted FTE				FY 16 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Management and Budget Admin	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
<b>Management and Budget TOTAL</b>	<b>15.00</b>	<b>0.00</b>	<b>0.15</b>	<b>15.15</b>	<b>15.00</b>	<b>0.00</b>	<b>0.15</b>	<b>15.15</b>	<b>15.00</b>	<b>0.00</b>	<b>0.15</b>	<b>15.15</b>	<b>15.00</b>	<b>0.00</b>	<b>0.15</b>	<b>15.15</b>
Technology Services	28.75	---	---	28.75	30.75	---	---	30.75	30.75	---	---	30.75	30.75	---	---	30.75
Production and Distribution Services	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
<b>Technology Services TOTAL</b>	<b>31.75</b>	<b>0.00</b>	<b>0.00</b>	<b>31.75</b>	<b>33.75</b>	<b>0.00</b>	<b>0.00</b>	<b>33.75</b>	<b>33.75</b>	<b>0.00</b>	<b>0.00</b>	<b>33.75</b>	<b>33.75</b>	<b>0.00</b>	<b>0.00</b>	<b>33.75</b>
Administrative Hearings	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Audio Video Production	2.38	---	---	2.38	2.38	---	---	2.38	2.63	---	---	2.63	2.63	---	---	2.63
Board of License Commissioners	1.00	---	---	1.00	1.00	---	0.55	1.55	1.00	---	0.55	1.55	1.00	---	0.38	1.38
County Commissioners	6.00	---	8.25	14.25	6.00	---	8.61	14.61	6.00	---	8.88	14.88	6.00	---	8.88	14.88
<b>Gen Government Other TOTAL</b>	<b>10.38</b>	<b>0.00</b>	<b>8.25</b>	<b>18.63</b>	<b>10.38</b>	<b>0.00</b>	<b>9.16</b>	<b>19.54</b>	<b>10.63</b>	<b>0.00</b>	<b>9.43</b>	<b>20.06</b>	<b>10.63</b>	<b>0.00</b>	<b>9.26</b>	<b>19.89</b>
Soil Conservation	6.00	---	---	6.00	6.00	---	---	6.00	6.00	---	---	6.00	6.00	---	---	6.00
<b>Cons. and Natural Res. TOTAL</b>	<b>6.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6.00</b>	<b>6.00</b>	<b>0.00</b>	<b>0.00</b>	<b>6.00</b>
<b>TOTAL General Fund</b>	<b>819.67</b>	<b>3.28</b>	<b>56.29</b>	<b>877.24</b>	<b>815.87</b>	<b>3.28</b>	<b>57.68</b>	<b>876.83</b>	<b>815.52</b>	<b>3.40</b>	<b>59.07</b>	<b>877.99</b>	<b>823.47</b>	<b>3.40</b>	<b>60.24</b>	<b>887.11</b>

# Authorized Position History

Enterprise Funds	FY 14 Adjusted FTE				FY 15 Budget FTE				FY 15 Adjusted FTE				FY 16 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	2.38	---	---	2.38	2.38	---	---	2.38	2.38	---	---	2.38
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
<b>Solid Waste TOTAL</b>	<b>20.13</b>	<b>0.00</b>	<b>0.00</b>	<b>20.13</b>	<b>20.13</b>	<b>0.00</b>	<b>0.00</b>	<b>20.13</b>	<b>20.13</b>	<b>0.00</b>	<b>0.00</b>	<b>20.13</b>	<b>20.13</b>	<b>0.00</b>	<b>0.00</b>	<b>20.13</b>
BOU Accounting Administration	7.88	---	---	7.88	7.83	---	---	7.83	7.83	---	---	7.83	7.88	---	---	7.88
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	7.33	---	---	7.33	7.33	---	---	7.33
Freedom Water	13.34	---	---	13.34	13.34	---	---	13.34	13.34	---	---	13.34	13.34	---	---	13.34
Hampstead Sewer	4.33	---	---	4.33	4.33	---	---	4.33	4.33	---	---	4.33	4.33	---	---	4.33
Other Water/Sewer	0.66	---	---	0.66	0.66	---	---	0.66	0.66	---	---	0.66	0.66	---	---	0.66
<b>Utilities TOTAL</b>	<b>34.88</b>	<b>0.00</b>	<b>0.00</b>	<b>34.88</b>	<b>34.83</b>	<b>0.00</b>	<b>0.00</b>	<b>34.83</b>	<b>34.83</b>	<b>0.00</b>	<b>0.00</b>	<b>34.83</b>	<b>34.88</b>	<b>0.00</b>	<b>0.00</b>	<b>34.88</b>
Airport	1.30	---	1.20	2.50	1.30	---	1.20	2.50	1.25	---	1.00	2.25	1.25	---	1.00	2.25
Firearms Facility	---	---	3.50	3.50	---	---	3.50	3.50	---	---	3.50	3.50	---	---	3.50	3.50
<b>Airport/Firearms Facility TOTAL</b>	<b>1.30</b>	<b>0.00</b>	<b>4.70</b>	<b>6.00</b>	<b>1.30</b>	<b>0.00</b>	<b>4.70</b>	<b>6.00</b>	<b>1.25</b>	<b>0.00</b>	<b>4.50</b>	<b>5.75</b>	<b>1.25</b>	<b>0.00</b>	<b>4.50</b>	<b>5.75</b>
<b>Enterprise Funds TOTAL</b>	<b>56.31</b>	<b>0.00</b>	<b>4.70</b>	<b>61.01</b>	<b>56.26</b>	<b>0.00</b>	<b>4.70</b>	<b>60.96</b>	<b>56.21</b>	<b>0.00</b>	<b>4.50</b>	<b>60.71</b>	<b>56.26</b>	<b>0.00</b>	<b>4.50</b>	<b>60.76</b>

Special Revenue Fund	FY 14 Adjusted FTE				FY 15 Budget FTE				FY 15 Adjusted FTE				FY 16 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Watershed Protection and Restoration	---	---	---	0.00	12.20	---	---	12.20	12.20	---	---	12.20	12.20	---	---	12.20
<b>TOTAL Special Revenue Fund</b>	<b>---</b>	<b>---</b>	<b>---</b>	<b>0.00</b>	<b>12.20</b>	<b>---</b>	<b>---</b>	<b>12.20</b>	<b>12.20</b>	<b>---</b>	<b>---</b>	<b>12.20</b>	<b>12.20</b>	<b>---</b>	<b>---</b>	<b>12.20</b>

Grant Funds	FY 14 Adjusted FTE				FY 15 Budget FTE				FY 15 Adjusted FTE				FY 16 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Aging	16.65	---	1.80	18.45	18.15	---	0.30	18.45	18.65	---	0.15	18.80	18.65	---	0.15	18.80
BERC	6.90	---	---	6.90	6.90	---	---	6.90	6.90	---	---	6.90	7.90	---	---	7.90
Circuit Court	7.00	---	3.50	10.50	6.00	---	3.50	9.50	6.00	---	3.50	9.50	6.00	---	3.50	9.50
Citizen Services Transportation	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Emergency Management	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
Housing and Comm. Development	8.85	---	2.50	11.35	8.85	---	1.50	10.35	9.00	---	0.13	9.13	9.00	---	0.13	9.13
Local Management Board	2.40	---	---	2.40	2.40	---	---	2.40	1.60	---	0.56	2.16	1.60	---	0.56	2.16
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	2.50	---	---	2.50	2.50	---	---	2.50
State's Attorney	12.00	---	---	12.00	12.00	---	---	12.00	12.00	---	---	12.00	12.00	---	---	12.00
<b>TOTAL Grant Fund</b>	<b>60.80</b>	<b>0.00</b>	<b>7.80</b>	<b>68.60</b>	<b>61.30</b>	<b>0.00</b>	<b>5.30</b>	<b>66.60</b>	<b>61.15</b>	<b>0.00</b>	<b>4.34</b>	<b>65.49</b>	<b>62.15</b>	<b>0.00</b>	<b>4.34</b>	<b>66.49</b>

TOTAL Government	FY 14 Adjusted FTE				FY 15 Budget FTE				FY 15 Adjusted FTE				FY 16 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
TOTAL General Fund	819.67	3.28	59.07	877.24	815.87	3.28	60.24	876.83	815.52	3.40	59.07	877.99	823.47	3.40	60.24	887.11
TOTAL Special Revenue Funds.	0.00	0.00	0.00	0.00	12.20	0.00	0.00	12.20	12.20	0.00	0.00	12.20	12.20	0.00	0.00	12.20
TOTAL Enterprise Funds	56.31	0.00	4.70	60.71	56.26	0.00	4.70	60.76	56.21	0.00	4.50	60.71	56.26	0.00	4.50	60.76
TOTAL Grant Funds	60.80	0.00	7.80	65.49	61.30	0.00	5.30	66.49	61.15	0.00	4.34	65.49	62.15	0.00	4.34	66.49
<b>TOTAL FTE</b>	<b>936.78</b>	<b>3.28</b>	<b>71.57</b>	<b>1003.44</b>	<b>945.63</b>	<b>3.28</b>	<b>70.24</b>	<b>1016.28</b>	<b>945.08</b>	<b>3.40</b>	<b>67.91</b>	<b>1016.39</b>	<b>954.08</b>	<b>3.40</b>	<b>69.08</b>	<b>1026.56</b>

# *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.

**AGRICULTURE TRANSFER TAX** Tax on the sale of property located within an area zoned for agriculture; proceeds are used to help fund the Agricultural Land Preservation Program.

**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 TAX 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 in the adopted budget, to be filled during the fiscal year.

**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 or office consisting of one or more bureaus. Examples are the Department of Public Works and the Department of Management and Budget.

**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 30<sup>th</sup>.

**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 34** Governmental Accounting Standards Board Statement 34. Financial reporting requirements for state and local governments related to capital assets and depreciation accounting.

**GENERAL GOVERNMENT** The function of government comprised of the central administrative offices such as: Comptroller, Economic Development, Human Resources, Budget, and County Commissioners.

**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.

**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.

**INDEPENDENT BOARDS/STATE AGENCIES** Certain organizational entities are either State agencies or legally independent boards and not directly responsible to the Board of County Commissioners. However, the County is responsible for providing partial or full funding support. Examples include the Board of Elections and the Board of Education.

**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 deep milling and patching of failed areas then applying 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).

**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. However, The Board of County Commissioners included a \$.01 tax credit in FY 15.

**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.

**RETAINED EARNINGS** 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

<b>ADA</b>	American with Disabilities Act
<b>AED</b>	Automated External Defibrillator
<b>APFO</b>	Adequate Public Facilities Ordinance
<b>BERC</b>	Business Employment Resource Center
<b>BGE</b>	Baltimore Gas and Electric
<b>BMC</b>	Baltimore Metropolitan Council
<b>BMP</b>	Best Management Practice
<b>BRCPC</b>	Baltimore Regional Cooperative Purchasing Committee
<b>CAA</b>	Community Action Agency
<b>CAD</b>	Computer-Aided Design
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CALEA</b>	Commission on Accreditation for Law Enforcement Agencies, Inc.
<b>CCAIC</b>	Carroll County Advocacy and Investigation Center
<b>CCFN</b>	Carroll County Fiber Network
<b>CCG24</b>	Carroll County Governmental Cable Channel
<b>CCPL</b>	Carroll County Public Library
<b>CCPN</b>	Carroll County Public Network
<b>CCPS</b>	Carroll County Public Schools
<b>CCSCD</b>	Carroll County Soil Conservation District
<b>CCYSB</b>	Carroll County Youth Services Bureau
<b>CDBG</b>	Community Development Block Grant
<b>CIP</b>	Community Investment Plan
<b>CMC</b>	Community Media Center
<b>COA</b>	Council on Accreditation
<b>COMAR</b>	Code of Maryland Regulations
<b>CORE</b>	Carroll Outdoor Research and Extension Center
<b>CRC</b>	Cable Regulatory Commission
<b>CREP</b>	Conservation Reserve Enhancement Program
<b>CSP</b>	Community Service Point

<b>CY</b>	Calendar Year
<b>DHMH</b>	Department of Health and Mental Hygiene
<b>DHR</b>	Department of Human Resources
<b>DJS</b>	Department of Juvenile Services
<b>DMB</b>	Department of Management and Budget
<b>DSS</b>	Department of Social Services
<b>DVP</b>	Domestic Violence Program
<b>ED</b>	Economic Development
<b>ENR</b>	Enhanced Nutrient Removal
<b>EOC</b>	Emergency Operations Center
<b>EMS</b>	Emergency Medical Services
<b>EVOD</b>	Emergency Vehicle Operator Driver
<b>FAA</b>	Federal Aviation Administration
<b>FBO</b>	Fixed Base Operator (Airport)
<b>FCS</b>	Family and Children's Services
<b>FEMA</b>	Federal Emergency Management Agency
<b>FPM</b>	Forest Pest Management
<b>FTE</b>	Full-Time Equivalent
<b>FY</b>	Fiscal Year
<b>GAAP</b>	General Accepted Accounting Principles
<b>GASB</b>	Governmental Accounting Standards Board
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information System
<b>HAZ-MAT</b>	Hazardous Materials
<b>HMO</b>	Health Maintenance Organization
<b>HPP</b>	Homeless Prevention Program
<b>HSP</b>	Human Services Programs
<b>HUD</b>	U.S. Department of Housing and Urban Development
<b>HUR</b>	Highway User Revenue
<b>HVAC</b>	Heating, Ventilation, and Air Conditioning
<b>IDA</b>	Industrial Development Authority

<b>IPA</b>	Installment Purchase Agreements
<b>ISF</b>	Internal Service Fund
<b>LAP</b>	Lethality Assessment Program
<b>LEA</b>	Local Emergency Assistance
<b>LGIT</b>	Local Government Insurance Trust
<b>LMB</b>	Local Management Board
<b>LOSAP</b>	Length of Service Award Program
<b>LUPD</b>	Land Use, Planning and Development
<b>M</b>	Million
<b>MAA</b>	Maryland Aviation Administration
<b>MACS</b>	Maryland Agricultural Cost Share Program
<b>MALPF</b>	Maryland Agricultural Land Preservation Foundation
<b>MAP</b>	Maryland Access Point
<b>MASCD</b>	Maryland Association of Soil Conservation Districts
<b>MCES</b>	Maryland Cooperative Extension Service
<b>MDA</b>	Maryland Department of Agriculture
<b>MES</b>	Maryland Environmental Services
<b>MOE</b>	Maintenance of Effort
<b>MOU</b>	Memorandum of Understanding
<b>MPPA</b>	Maryland Public Purchasing Association
<b>MSDE</b>	Maryland State Department of Education
<b>MSA</b>	Metropolitan Statistical Area
<b>NACO</b>	National Association of Counties
<b>NIGP</b>	National Institute of Governmental Purchasing
<b>NIMS</b>	National Incident Management System
<b>NPDES</b>	National Pollutant Discharge Elimination System
<b>OPEB</b>	Other Post Employment Benefits
<b>PDS</b>	Production Distribution Services
<b>PEG</b>	Public, Education, and Government
<b>PILOT</b>	Payment in Lieu of Taxes
<b>POS</b>	Program Open Space

<b>PPO</b>	Preferred Provider Organization
<b>PT</b>	Part-Time
<b>RAP</b>	Rental Allowance Program
<b>RCIS</b>	Rape Crisis Intervention Service
<b>RR and PU</b>	Railroad and Public Utilities
<b>SATC</b>	Sexual Abuse Treatment Center
<b>SDAT</b>	State Department of Assessments and Taxation
<b>SSA</b>	Social Services Administration
<b>SSTAP</b>	Statewide Special Transportation Assistance Program
<b>TDP</b>	Transportation Development Plan
<b>TMDL</b>	Total Maximum Daily Load
<b>UME</b>	University of Maryland Extension
<b>UPWP</b>	Unified Planning Work Program
<b>USDA</b>	United States Department of Agriculture
<b>VAWA</b>	Violence Against Women Act
<b>VCSP</b>	Volunteer Community Service Program
<b>VESA</b>	Volunteer Emergency Services Association
<b>VOCA</b>	Victim of Crime Assistance Program
<b>VOIP</b>	Voice Over Internet Protocol
<b>WIA</b>	Workforce Investment Act
<b>WWTP</b>	Waste Water Treatment Plant

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