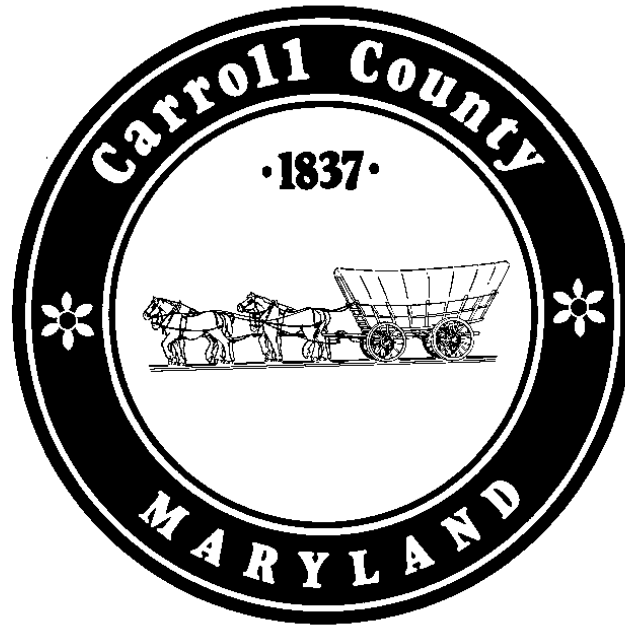


# Carroll County Maryland



Department of Management & Budget

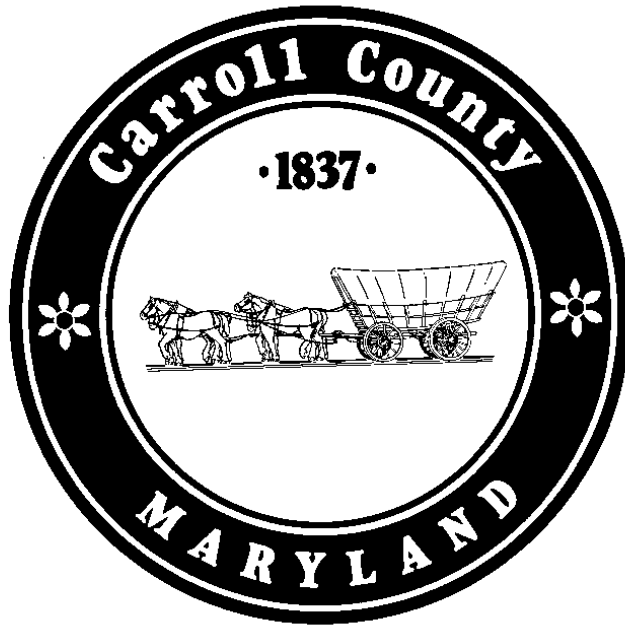
Adopted Budget

Operating Budget Fiscal Year 2022  
Operating Plan Fiscal Years 2022-2027  
And  
Capital Budget Fiscal Years 2022-2027

**Available online at:**

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# Carroll County Government

## FY 22 Adopted Budget

### Table of Contents

#### Board of County Commissioners

Board of County Commissioners Title Page .....	1
Board of County Commissioners .....	3

#### Budget Message

Budget Message Title Page .....	5
Fiscal Year 2022 Adopted Budget Summary .....	7

#### General Information

General Information Title Page .....	13
Geography/Demographics of Carroll County Map.....	15
History.....	16
Today .....	17
Carroll County Seal.....	18
Attractions.....	19
How Carroll County Government Operates .....	23
Carroll County Budget Process.....	24
Carroll County Government Organizational Chart.....	26
Other Planning Processes Links.....	27
Reading a Typical Budget Page.....	29

#### Financial, Demographics and Economic Information and Policies

Financial, Demographics and Economic Information and Policies Title Page .....	31
Description and Structure of Funds .....	33
Long-Term Financial Policies .....	37
Financial and Demographic Data.....	42
Economic Factors.....	47
Ordinance – Annual Budget.....	50
Ordinance – Property Tax.....	68

#### Debt Management

Debt Management Title Page.....	71
Debt Management.....	73
Schedule of Debt Service Requirements on Direct County Debt.....	76
Debt Issued and Outstanding .....	77
Computation of Projected Legal Debt Margin.....	80

## **Fund Balance**

Fund Balance Title Page .....	81
Explanation of Fund Balance.....	83
Schedule of Changes in Net Assets for Proprietary Funds .....	84
Schedule of Changes in Fund Balance.....	85
Schedule of Changes in Fund Balance General Fund.....	86

## **Total Budget Summary**

Total Budget Summary Title Page.....	87
All Funds Sources – By Category.....	89
All Funds Uses – By Category.....	90
All Funds Uses – By Fund .....	91
All Funds Budget .....	92
All Funds Revenue Summary .....	93

## **Quick Guide to the FY 22 Budget**

Quick Guide to the FY 22 Budget Title Page.....	99
Quick Guide to the FY 22 Budget .....	101

## **General Fund**

General Fund Appropriations Title Page .....	105
General Fund Sources – By Category.....	107
General Fund Uses – By Category.....	108
General Fund Revenue Analysis.....	109
Assessable Base .....	117
General Fund Operating Revenues .....	118
Operating Budget Revenues Pie Chart .....	122

## **Operating Plan**

Operating Plan Title Page .....	123
Multi-Year Forecasting.....	125
Six Year Operating Revenue Forecast.....	127
Operating Plan FY 22 – FY 27 .....	128

## **Public Schools**

Public Schools Appropriations Title Page .....	133
Carroll County Public Schools Summary.....	135
Carroll County Public Schools.....	136
Carroll County Public Schools Debt Service.....	138

## **Education Other**

Education Other Appropriations Title Page.....	139
Education Other Summary.....	141
Cable Regulatory Commission .....	142
Carroll Community College.....	143
Carroll Community College – Adult Basic Education .....	144

Carroll Community College – Entrepreneurship Program .....	144
Carroll County Public Library .....	146
Community Media Center.....	147

**Public Safety and Corrections**

Public Safety and Corrections Appropriations Title Page .....	149
Public Safety and Corrections Summary .....	151
Courts Title Page.....	153
Courts Summary .....	155
Circuit Court .....	156
Circuit Court Magistrates.....	157
Orphans Court.....	158
Volunteer Community Service Program.....	159
Public Safety 911 Title Page.....	161
Public Safety 911 Summary.....	163
Public Safety 911 .....	164
Sheriff’s Office Title Page .....	165
Sheriff’s Office Summary.....	167
Administrative Services .....	168
Carroll County Advocacy and Investigation Center.....	169
Corrections.....	170
Law Enforcement.....	171
Training Academy .....	172
State’s Attorney Title Page .....	173
State’s Attorney Summary .....	175
State’s Attorney’s Office .....	176
Public Safety and Corrections Other Title Page .....	177
Public Safety and Corrections Other Summary .....	179
Animal Control .....	180
EMS 24/7 Services.....	181
Fire/EMS Administration.....	182
Length of Service Award Program .....	183
Volunteer Emergency Services Association.....	184

**Public Works**

Public Works Appropriations Title Page .....	185
Public Works Summary .....	187
Public Works Administration .....	188
Building Construction.....	189
Engineering Administration.....	190
Engineering Construction Inspection.....	191
Engineering Design.....	192
Engineering Survey.....	193
Facilities.....	194
Fleet Management.....	195
Permits and Inspections .....	196
Roads Operations .....	197
Storm Emergencies .....	198

Traffic Control .....	199
Transit Administration .....	200
Veteran Transit Services .....	201

**Citizen Services**

Citizen Services Appropriations Title Page .....	203
Citizen Services Overall Summary .....	205
Citizen Services Title Page .....	207
Citizen Services Summary .....	209
Citizen Services Administration .....	210
Aging and Disabilities .....	211
Recovery Support Services .....	212
Citizen Services – Non-Profits Title Page .....	213
Citizen Services – Non-Profits Summary .....	215
Access Carroll .....	216
The Arc Carroll County .....	217
Penn-Mar Human Services, Inc .....	218
Springboard Community Services .....	219
Flying Colors of Success .....	220
Human Services Programs .....	221
Sheppard Pratt .....	222
Rape Crisis Intervention Service .....	223
Target Community and Educational Services, Inc. ....	224
Youth Services Bureau .....	225
Citizen Services – State Title Page .....	227
Citizen Services – State Summary .....	229
Health Department .....	230
Social Services .....	231

**Recreation and Culture**

Recreation and Culture Appropriations Title Page .....	233
Recreation and Culture Overall Summary .....	235
Recreation and Parks Title Page .....	237
Recreation and Parks Summary .....	239
Recreation and Parks Administration .....	240
Hashawha .....	241
Piney Run .....	242
Recreation .....	243
Sports Complex .....	244
Culture Title Page .....	245
Culture Summary .....	247
Historical Society of Carroll County .....	248
Homestead Museum .....	249

**General Government**

General Government Appropriations Title Page .....	251
General Government Overall Summary .....	253
Comprehensive Planning Title Page .....	257



Comprehensive Planning Summary.....	259
Comprehensive Planning .....	260
Comptroller Title Page.....	261
Comptroller Summary .....	263
Comptroller Administration.....	264
Accounting.....	265
Bond Issuance Expense.....	266
Collections Office .....	267
Independent Post Audit.....	268
Purchasing.....	269
County Attorney Title Page .....	271
County Attorney Summary .....	273
County Attorney.....	274
Economic Development Title Page .....	275
Economic Development Summary .....	277
Economic Development Administration.....	278
Business and Employment Resource Center .....	279
Economic Development Infrastructure and Investment .....	280
Farm Museum .....	281
Tourism.....	282
Human Resources Title Page.....	283
Human Resources Summary.....	285
Human Resources Administration .....	286
Health and Fringe Benefits .....	287
Personnel Services .....	288
Land and Resource Management Title Page .....	289
Land and Resource Management Summary .....	291
Land and Resource Management Administration.....	292
Development Review.....	293
Resource Management.....	294
Zoning Administration.....	295
Management and Budget Title Page.....	297
Management and Budget Summary.....	299
Management and Budget Administration .....	300
Budget.....	301
Grants Management.....	302
Risk Management .....	303
Technology Services Title Page.....	305
Technology Services Summary .....	307
Technology Services.....	308
Production and Distribution Services .....	309
General Government Other Title Page .....	311
General Government Other Summary .....	313
Administrative Hearings .....	314
Audio Video Production .....	315
Board of Elections.....	316
Board of License Commissioners .....	317
County Commissioners.....	318
Not in Carroll .....	319

**Conservation and Natural Resources**

Conservation and Natural Resources Appropriations Title Page .....321  
Conservation and Natural Resources Summary .....323  
Extension Office of Carroll County .....324  
Gypsy Moth .....325  
Soil Conservation District.....326  
Weed Control .....327

**Debt, Transfers and Reserves**

Debt, Transfers, and Reserves Appropriations Title Page .....329  
Debt, Transfers, and Reserves Summary .....331  
Debt Service.....332  
Ag Land Preservation Debt Service.....333  
Intergovernmental Transfers.....334  
Interfund Transfers.....335  
Reserve for Contingencies .....336

**Capital Fund**

Capital Fund Title Page .....337  
Quick Guide to the FY 22 – FY 27 Community Investment Plan.....339  
FY 20 – FY 22 Capital Fund Revenues .....343  
Capital Fund Revenues Chart .....344  
Capital Fund Revenues Pie Chart .....345  
FY 20 – FY 22 Capital Fund Appropriations .....346  
FY 20 – FY 22 Capital Fund Appropriations .....347  
Capital Funds Appropriations Chart .....348  
Capital Funds Appropriations Pie Chart.....349  
Schedule of Reappropriations .....350  
Community Investment Plan for Fiscal Year 2022.....351  
Public Schools Summary .....352  
Conservation and Open Space Summary.....353  
Roads Summary .....354  
Bridges Summary.....355  
Recreation and Culture Summary.....356  
General Government Summary .....357  
Grand Total Uses and Sources.....358  
Operating Impacts – General Fund CIP FY 22 – FY 27.....359

**Enterprise Funds**

Enterprise Funds Title Page .....361

**Airport Enterprise Fund**

Airport Enterprise Fund Title Page.....363  
Airport Enterprise Fund Summary.....365  
Airport Operations .....366  
Airport Community Investment Plan for FY 22 – FY 27.....364

## **Fiber Network Enterprise Fund**

Fiber Network Enterprise Fund Title Page .....	369
Fiber Network Enterprise Fund Summary .....	371
Fiber Network Operations.....	372
Fiber Network Community Investment Plan for FY 22 – FY 27 .....	373

## **Firearms Enterprise Fund**

Firearms Enterprise Fund Title Page .....	375
Firearms Enterprise Fund Summary .....	377
Firearms Operations.....	378

## **Septage Enterprise Fund**

Septage Enterprise Fund Title Page .....	379
Septage Enterprise Fund Summary.....	381
Septage Facility.....	382

## **Solid Waste Enterprise Fund**

Solid Waste Fund Title Page.....	383
Solid Waste Enterprise Fund Summary .....	385
Solid Waste Operating Summary by Function .....	386
Solid Waste Management .....	387
Closed Landfills .....	388
Northern Landfill .....	389
Recycling Operations.....	390
Solid Waste Accounting Administration .....	391
Solid Waste Transfer Station .....	392
Solid Waste Community Investment Plan for FY 22 – FY 27 .....	393

## **Utilities Enterprise Fund**

Utilities Enterprise Fund Title Page.....	395
Utilities Enterprise Fund Summary .....	397
Utilities Operating Summary by Function.....	398
Bureau of Utilities Administration.....	399
Board of Education Facilities.....	400
Freedom Sewer .....	401
Freedom Water.....	402
Hampstead Sewer.....	403
Other Water/Sewer.....	404
Utilities Community Investment Plan for FY 22 – FY 27.....	405
Schedule of Enterprise Funds Reappropriations.....	406

## **Grant Fund**

Grant Fund Title Page.....	407
Grant Fund Summary.....	409
FY 22 Program Summary by Function.....	410
Aging and Disabilities – Grants.....	411
Business and Employment Resource Center – Grants.....	413

Circuit Court – Grants.....	415
Citizen Services State – Grant .....	416
Comprehensive Planning – Grant .....	417
Farm Museum Endowment – Grant.....	418
Housing and Community Development – Grants.....	419
Local Management Board – Grants .....	420
Public Safety – Grants .....	421
Recreation – Grants.....	422
Sheriff’s Office – Grants.....	423
State’s Attorney’s Office – Grants.....	425
Tourism – Grants .....	426
Transit – Grants.....	427

## **OPEB, Pension Trust, and Special Revenue Funds**

OPEB, Pension Trust, and Special Revenue Funds Title Page.....	429
Other Post Employment Benefits Trust Fund.....	431
Pension Trust Fund .....	432
Certified Law Officers Pension Trust Fund.....	433
Length of Service Award Program (LOSAP).....	434
Special Revenue Fund.....	435
Watershed Protection and Restoration Fund.....	436

## **Internal Service Funds**

Internal Service Funds Title Page.....	437
Fringe Benefit Internal Service Fund.....	439
Risk Management Auto Damage Internal Service Fund .....	440
Risk Management Insurance Deductible Internal Service Fund.....	441
Risk Management Liability Internal Service Fund.....	442
Risk Management Workers Compensation Internal Service Fund.....	443

## **Authorized Position Summary**

Position Summary Title Page.....	445
Position Summary .....	447
Authorized Position History By Fund .....	448
Authorized Position List .....	452

## **Glossary and Acronyms**

Glossary Title Page.....	467
Glossary of Terms.....	469
Acronyms Title Page.....	475
Acronyms .....	477

## **Index**

Index Title Page .....	481
Index .....	483

***Board of County Commissioners***



*Board of County Commissioners*



*Stephen A. Wantz  
District 1*



*C. Richard Weaver  
Vice President  
District 2*



*Dennis E. Frazier  
District 3*



*C. Eric Bouchat  
District 4*



*Edward C. Rothstein  
President  
District 5*

*Appointed Officials*

*Roberta Windham  
County Administrator*

*Robert M. Burk  
Comptroller*

*Timothy C. Burke  
County Attorney*

*Scott R. Campbell  
Director of Public Safety*

*Jeffrey D. Castonguay  
Director of Public Works*

*Jeff R. Degitz  
Director of Recreation and Parks*

*Lynda D. Eisenberg  
Director of Comprehensive Planning*

*Kimberly L. Frock  
Director of Human Resources*

*Christopher Heyn  
Director of Land and Resource Management*

*John T. Lyburn, Jr.  
Director of Economic Development*

*Mark E. Ripper  
Director of Technology Services*

*Celene E. Steckel  
Director of Citizen Services*

*Vacant  
Director of Fire/EMS*

*Ted Zaleski, III  
Director of Management and Budget*



# *Budget Message*



# Fiscal Year 2022 Adopted Budget

Every budget comes with challenges, but the Commissioners arguably faced a particularly interesting set while building their FY 22 Adopted Budget, FY 22 – 27 Operating Plan and FY 22 – 27 Community Investment Plan.

Before we talk about the FY 22 Budget, we need to look at how we got where we are today.

The long-lingering effects of the Great Recession and a decade worth of modest recovery have stressed the County's ability to maintain services, and to provide and renew facilities and infrastructure. The impact of COVID on an already challenging situation was a worry, but while COVID changed our lives in far-reaching ways, it didn't have the impact we feared on the County's fiscal health, and even played a part in creating an unusual opportunity.

## Impact of COVID

COVID had one easy to identify and easy to quantify impact on our plans: Interest rates plummeted in reaction to turmoil in the economy. Because of the impact on our investment income, we reduced revenue projections by millions of dollars. That seems likely to remain unchanged in the near future.

We feared that the shutdown of businesses and loss of jobs could lead to revenue losses in FY 21 of as much as 10% of the budget. Revenue losses of that size would have a significant impact on County services. Fortunately, those concerns weren't realized. Though business activity slowed dramatically, and jobs were lost, we didn't experience the expected impact because of stimulus actions by the federal government. Locally, actions had the desired result, limiting fiscal impacts. There are valid concerns about the long-term impact of these actions on the federal budget, but for our budget, it was a game-changer.

Preparing for the possibility of a significant revenue downturn, the Commissioners made two important choices in the FY 21 Budget. First, they made limited use of existing Unassigned Fund Balance, or what people think of as surplus, leaving a strong reserve. Second, they adopted an FY 21 Budget that was slightly smaller than the FY 20 Budget to avoid increasing our ongoing expenditure commitments in the face of uncertainty.

These two actions, combined with a better than expected outcome in FY 21, leave approximately \$50 million of funding available for one-time purposes. If the County has ever had a similar opportunity, it was many years ago.

## Changing Challenges for FY 22

So, the good news for FY 22 is that we avoided much of the feared impact of COVID on the budget and we have a strong reserve available for one-time uses. That doesn't mean that all is good. The County still faces uncertainty and challenges.

What can we expect as we transition to life after COVID?

- How many businesses have been lost?
- How long will it take other businesses to replace them?
- How many businesses have been badly damaged?
- Will they recover and how long will it take?
- How many jobs have been lost?
- How long will it take people who lost jobs to find new ones?
- How long will it take for them to be replaced?
- Will they find jobs with comparable pay?
- What lasting impacts have there been on our economy that we don't yet understand?

It is important that we acknowledge that we can't answer these questions and uncertainty remains. Another big concern is our existing ongoing expenditure commitments. This last decade has left us overcommitted. The projected cost of services exceeds projected revenues in future years. Of course, these are projections. Not only will these projections change, but with what we know today there is little reason to think that this is a problem that will resolve itself.

Given that we are still working our way through COVID and that uncertainty remains, this budget process wasn't the time to fix this issue but failing an unanticipated surge in revenue it will need to be dealt with.

### **The Total Budget**

The General Fund, or what people often think of as the Operating Budget, gets most of the attention, but the County Budget includes thirteen funds. The All Funds budget is \$681.6M, an increase of \$110.4M, or 19.3%, from FY 21. There are changes to every fund, but the most notable changes include:

- The General Fund increases \$57.0M from FY 21 to FY 22 primarily due to:
  - an increase of \$32.2M of one-time funds transferred to the Enterprise Funds (Solid Waste, Airport, and Fiber) primarily for future landfill development
  - \$7.2M to Carroll County Public Schools which includes one-time funding of \$1.0M for bonuses
  - \$2.5M for transitioning Emergency Medical Services personnel to the County from two of the thirteen fire stations
  - \$1.2M in the LOSAP Fund to improve the position of the fund
- Capital Fund increases \$19.8M from FY 21 due to new road projects and the 2<sup>nd</sup> year of construction for East Middle School.

General Fund transfers to other funds, such as Enterprise, Capital, and LOSAP, are counted twice in the All Funds Budget and are the driving factor for the large change in the All Funds budget from FY 21 to FY 22. For example, the transfer to Solid Waste Enterprise Fund is increasing by \$27.0M from FY 21 to FY 22. It is reflected in the General Fund as an increase of \$27.0M in the transfer to the Solid Waste Enterprise Fund and is reflected in the Solid Waste Enterprise Fund as an increase of \$27.0M from the General Fund. This FY 22 increase of \$27.0M in FY 22 is reflected in the All Funds budget as \$54.0M.

## The Operating Budget

The FY 22 Adopted Operating Budget is \$474.2M, a \$57.0M, or 13.7%, increase from FY 21. Of the \$57.0M increase, \$44.9M is the use of surplus funds for one-time expenditures. Annual revenues increase \$16.6M, or 4.1%, from FY 21 and are driven primarily from growth in Income Tax, Property Tax, and an increase in 911 Service fees.

Commissioner actions during Budget deliberations include:

- General Fund (Operating Budget)
  - Did not increase taxes
  - Increased the 911 Fee from \$0.75 per line to \$1.50 per line, generating an estimated \$1.65M in additional annual revenue
  - An additional \$2.0M to the Carroll County Sheriff's Office for salary increases
  - Included \$0.8M to fund a 2% salary increment to Commissioner employees in FY 22, with additional 2% increments in FY 23-27
  - Provided an additional \$0.3M in annual funding to the Carroll County Public Library
  - Added \$0.4M for 6 new 911 Emergency Communication Technician positions in FY 22
  - Added 2 additional positions to the State's Attorney's Office for the Body-Worn Camera program
  - Moved the start of the Body-Worn camera program from FY 25 to FY 22, contingent on receipt of an FY 22 grant for the equipment purchase
  - Added \$0.13M for two new Board of Elections positions in FY 22
  - Added \$25,000 annually to fund Shock Trauma
  - Added \$15,000 to increase per diem or salary to the following commission members:
    - Planning and Zoning Commission – per diem increases from \$90 to \$125
    - Board of Zoning Appeals – per diem increases from \$90 to \$125
    - Board of License Commissioners:
      - Chair position increases from an annual salary of \$2,500 to \$2,750
      - Board member annual salaries increase from \$1,875 to \$2,000
      - Per diem for alternate member increases from \$50 to \$100
  - Converted a Correctional Deputy position to a Correctional Specialist position in the Carroll County Sheriff's Office
  - Used surplus funding to fund the following one-time costs:
    - \$25.1M transfer to the Solid Waste Enterprise Fund for future development of the landfill
    - \$8.1M for new road construction, including:
      - \$4.3M to pave gravel roads
      - \$1.4M to extend Ridenour Way

- \$2.4M to construct a roundabout on and extension to Georgetown Boulevard
  - \$2.0M to Land Bank for future land purchases
  - \$7.0M for a Sheriff’s Headquarters building in FY 25. Total cost of the project is estimated at \$30.1M, with \$23.1M in bond funding in FY 26
  - \$1.5M for a 10-year lease and \$0.1M for renovation of space at the former North Carroll High School for use by the Sheriff’s Office
  - \$1.0M to the Carroll Community College for technology funding over three years
  - \$1.0M to Carroll County Public Schools for bonuses
  - \$0.5M for Farm Museum pavilion replacement in FY 23
  - \$0.4M for Self-Contained Breathing Apparatus (SCBA) for Westminster Fire Company
- Eliminated \$7.2M for the Sheriff’s Office - Eldersburg Precinct project in the FY 23/24 CIP and removed the operating impacts associated with the project
- Reduced the Transfer to Solid Waste by approximately \$2.0M per year beginning in FY 23 by:
  - Increasing the amount of municipal solid waste (MSW) to be landfilled at Northern while simultaneously reducing the tonnage of MSW being transferred to a private landfill located in Pennsylvania
  - Increasing the commercial recycling fee from \$30/ton to \$55/ton

### Multi-year Operating Plan

Since the 1990s, Carroll has, in addition to adopting the budget, adopted a multi-year Operating Plan. The Plan makes it more difficult to make unsustainable budget decisions. Unfortunately, our modest recovery from the Great Recession and the uncertainty about our recovery from COVID leave us with an unbalanced Plan. In the coming years we will face the additional challenge of figuring out how we move to a balanced position again.

We will show the Operating Plan, with its negative balances, to be clear about our position and what needs to be fixed in the future. Below are the bottom lines of the FY 22 - 27 Operating Plan.

Millions	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27
Revenues	\$474.2	\$454.7	\$466.5	\$490.5	\$495.6	\$511.2
Expenditures	474.2	451.4	468.9	496.7	508.4	529.6
<b>Balance</b>	<b>\$0.0</b>	<b>\$3.3</b>	<b>(\$2.4)</b>	<b>(\$6.2)</b>	<b>(\$12.8)</b>	<b>(\$18.4)</b>
Balance as a % of Budget	0.0%	0.7%	(0.5%)	(1.3%)	(2.6%)	(3.6%)

### County Highlights

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

- Carroll County Public Schools continues to be among the most highly ranked systems in the highly ranked State of Maryland.
- Carroll County Public Library continues to have one of the highest circulation rates per capita in the State.
- Significant business and employment developments are progressing, creating the potential for high-quality job opportunities.
- Approximately 75,000 acres are under permanent easement in our Agricultural Land Preservation programs, supporting agribusiness and maintaining our rural heritage while avoiding the costs of services and infrastructure to serve residential development.
- Carroll continues to be highly rated by the credit rating agencies with three AAAs. We continue to see strong demand for our bonds.

### **Stay Informed**

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

- Cable Channel 24 broadcasts
- Carroll County's YouTube channel
- The County website with links to live and on demand video
- Carroll Connect, the County's email subscription service
- Facebook, Twitter, and Instagram
- A video archive of public meetings on the County website
- A Commissioner radio report broadcast live on WTTR on Sunday mornings and available on the County website

All the FY 22 budget sessions, from the first Budget Overview to the budget adoption, were open to the public and appeared on the local government channel. These videos remain available on the County website. Thank you for your interest in the Commissioners' budget.

Ted Zaleski, Director  
Management and Budget

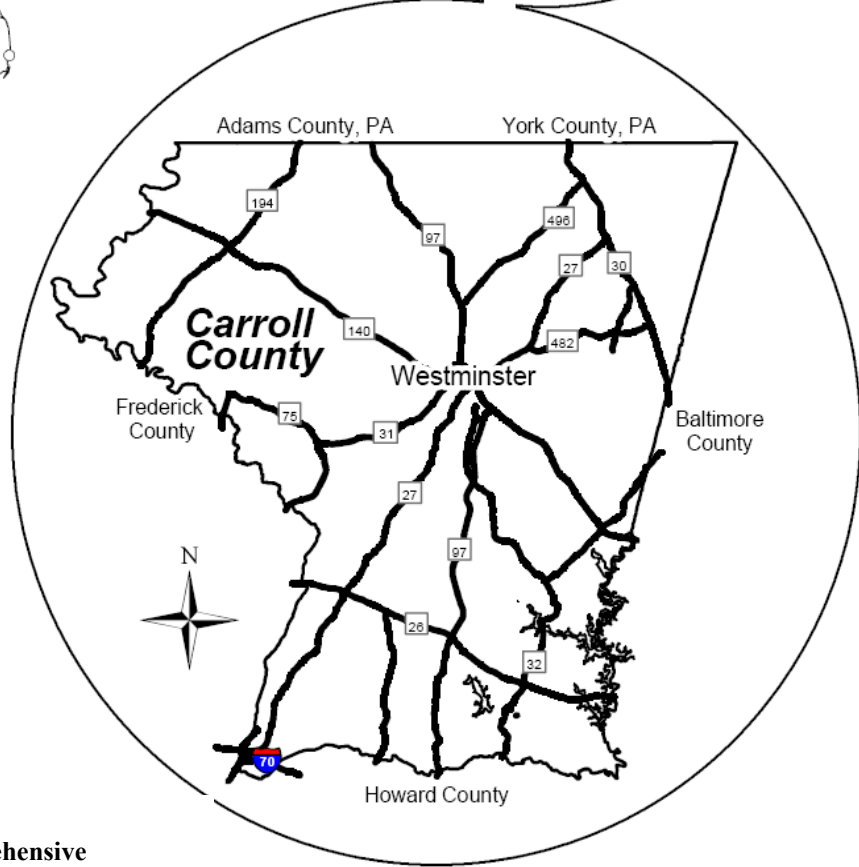
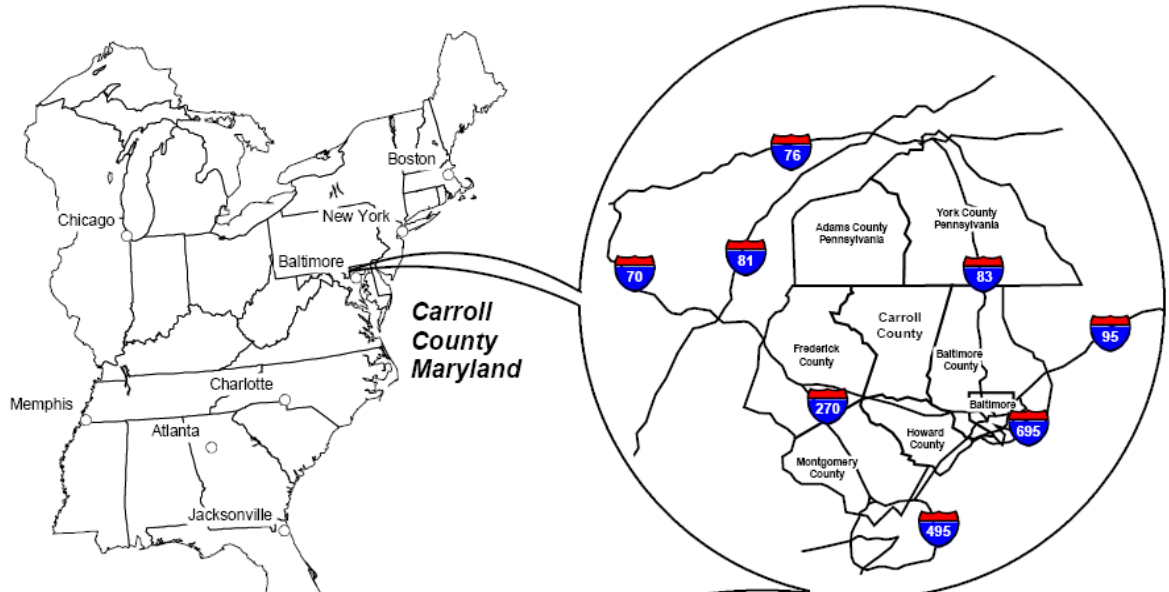




# *General Information*



# Geography/Demographics of Carroll County, Maryland



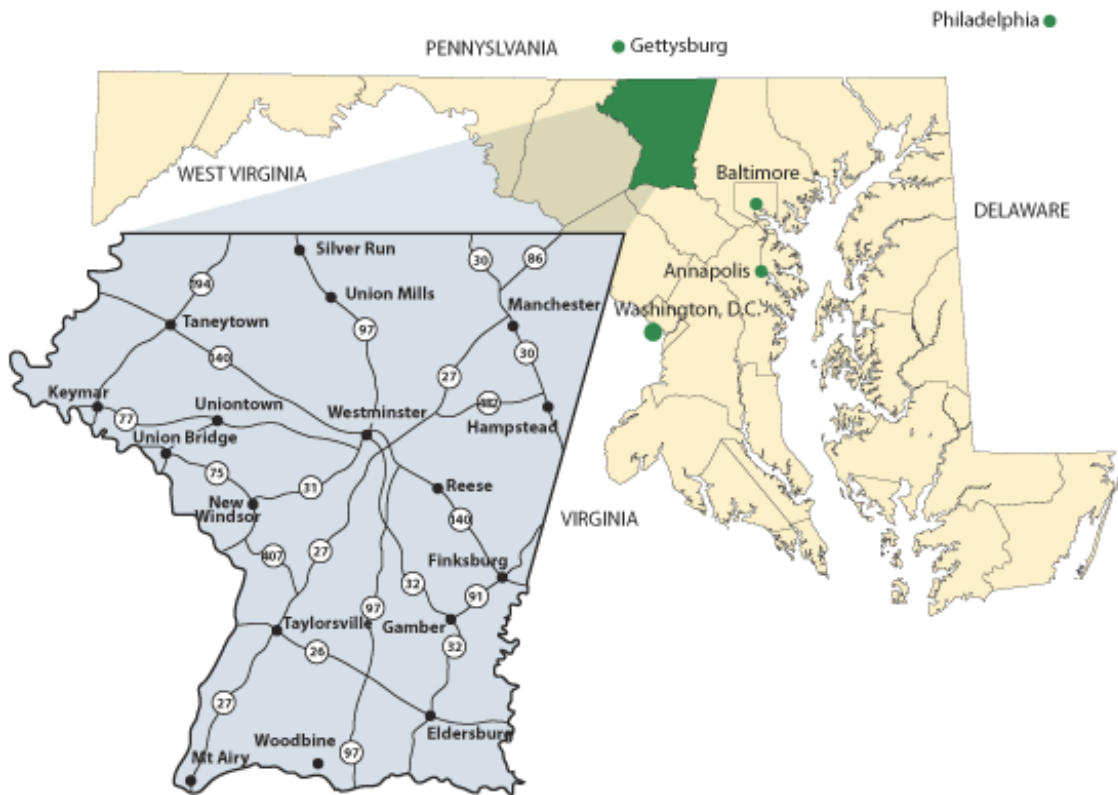
As of May 2021

<b>Population:</b>	<b>168,120</b>
<b>Households:</b>	<b>64,048</b>
<b>Square Miles:</b>	<b>452</b>
<b>Persons Per Sq. Mile</b>	<b>372</b>

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

## History

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



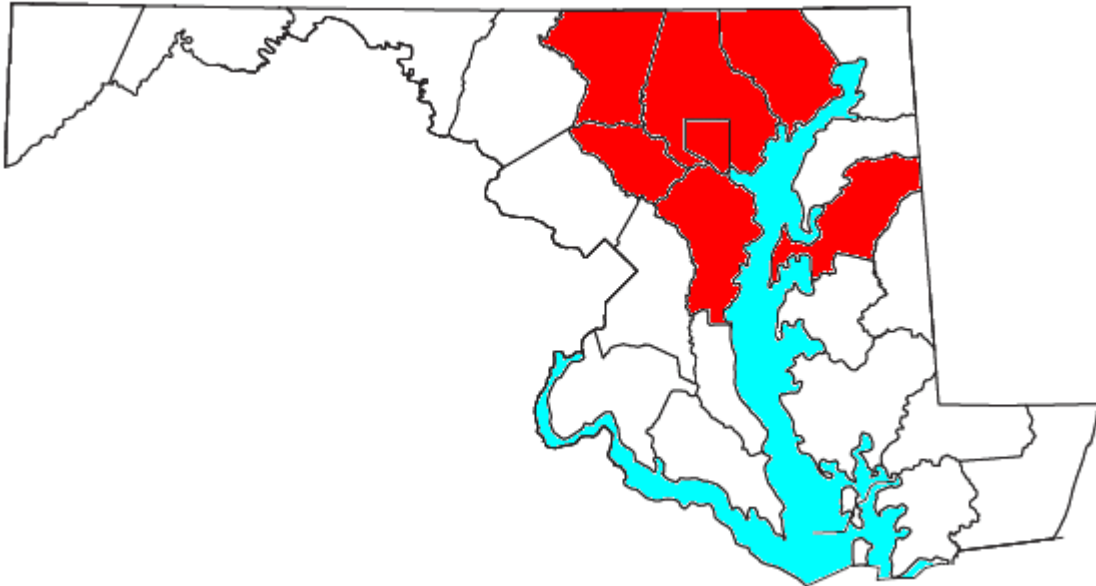
## ***Carroll County***

*a great place to live, a great place to work, a great place to play*

## **Today**

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

Carroll County is located within the Baltimore–Columbia–Towson Metropolitan Statistical Area, also known as Central Maryland, which has over 2.7 million people. The area also includes Baltimore City, Anne Arundel County, Baltimore County, Harford County, Howard County, and Queen Anne’s County.



## ***Carroll County***

*a great place to live, a great place to work, a great place to play*

## The Carroll County Seal

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



### ***Carroll County***

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## **Attractions**

### **Carroll County Farm Museum**

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



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

<http://carrollcountymuseum.org/>

### **Historical Society of Carroll County**

The Historical Society of Carroll County, founded in 1939, owns three historic properties on East Main Street in Westminster. The 1807 Sherman-Fisher-Shellman house is furnished to interpret the lives of the first owner, Jacob Sherman, and his family who lived in the house from 1807-1840. The adjacent Kimmey House serves as the main office building, and is home to the ADA accessible research library, the Museum Shop and Bookstore, and the Shriver-Weybright



Gallery where exhibits detail the history of Carroll County and its residents.



Cockey's Tavern houses the Koontz-Yingling Learning Center, and provides office and meeting space with ADA accessible bathrooms and a lift. The third floor also houses storage for educational and programmatic materials.

Emerald Hill building, located at 1838 Emerald Hill Lane in Westminster, provides auxiliary space for exhibits and programs, and is used in conjunction with the Celebrating America initiative. For more information on the Historical Society of Carroll County, refer to: <http://hsccmd.org/>.

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## Strawbridge Shrine

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

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



## Sykesville Colored Schoolhouse

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

<https://www.townofsykesville.org/2153/Historic-Colored-Schoolhouse>



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## Sykesville Gate House Museum of History

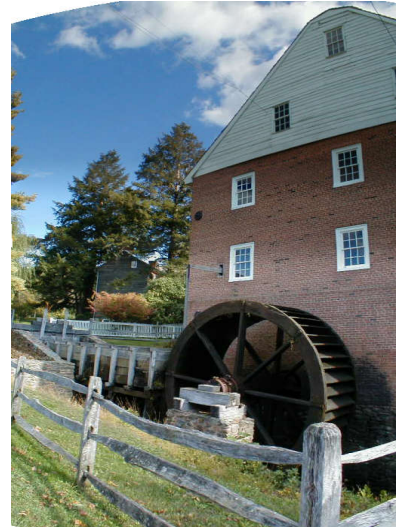


The Sykesville Gate House Museum strives to interpret the abundant history of the Town of Sykesville and its surrounding communities through its collections, exhibits, and special events. Historic home and architectural enthusiasts may opt to take the guided tour of the building's other purpose, the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

refer to: <https://www.townofsykesville.org/2157/Gate-House-Museum-of-History>

## 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 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, forming 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).

## *Carroll County*

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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 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, Yurt, and six pavilions, available to rent during open season, are accessed from

Martz Road. For more information on Piney Run Park, refer to:

<https://www.carrollcountymd.gov/government/directory/recreation-parks/places-to-go/piney-run-park/>

## **Hashawha Environmental Center**

Hashawha Environmental Center is in northern Carroll County off John Owings Road. Facilities at Hashawha include an administration building with meeting rooms, a dining hall, and a trail-lined wetlands area. Bear Branch Nature Center, located next to Hashawha Environmental Center, provides nature study and environmental education to all visitors. For more information, refer to: <https://www.carrollcountymd.gov/government/directory/recreation-parks/places-to-go/hashawha-environmental-center-bear-branch-nature-center/>



## ***Carroll County***

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# How Carroll County Government Operates

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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 Operating and Capital budgets, setting tax rates, 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 and report directly to the Board. The Commissioners also appoint residents to various County advisory boards that make policy recommendations. In addition, the County Commissioners 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 agencies submit their 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 Department, aging programs, emergency services, agricultural extension services, and other programs.

Carroll County's eight incorporated municipalities function as autonomous units of local government. They are Hampstead, Manchester, Mt. Airy, New Windsor, Sykesville, Taneytown, Union Bridge, and Westminster. The towns provide vital services, operate their own water and sewer systems (with the exception of Hampstead and Sykesville), and provide police protection (with the exception of New Windsor and Union Bridge). The municipalities derive operating revenue 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, communicates 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.

Budget development 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 is sent to departments and agencies in July, to have their requests submitted to the Budget office in September.

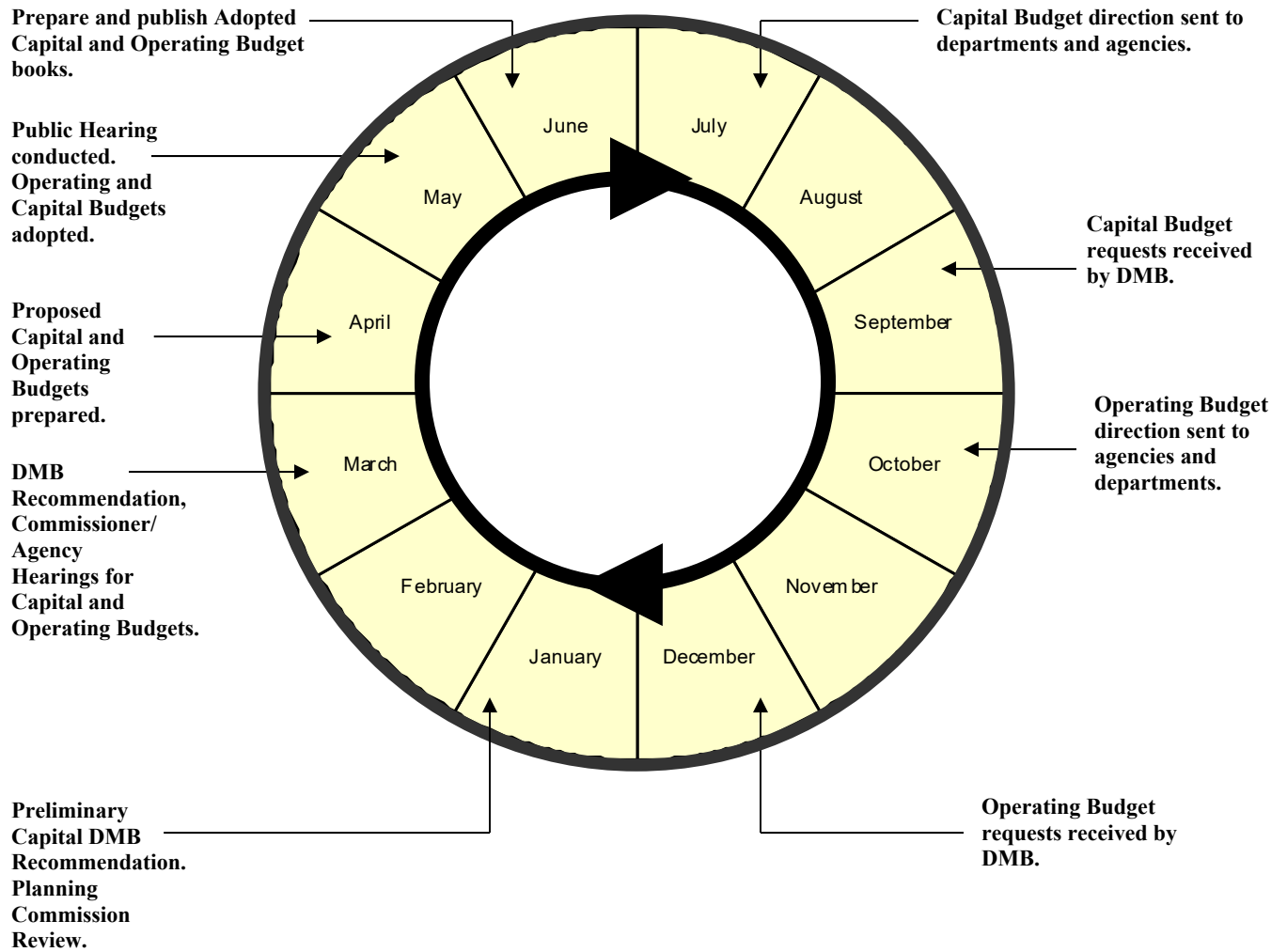
The Department of Management and Budget then prepares the Preliminary Recommended Capital Budget for the ensuing fiscal year and the next five fiscal years to present to the Planning and Zoning Commission for review and recommendation. The Commissioners, with the assistance of the Budget office, consider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

The operating process begins by sending out the budget request package in October. Requests are submitted to the Budget office in December. In March, the DMB presents the Recommended Budget (Operating and Capital) and agency hearings occur. No later than April 30<sup>th</sup>, the County Commissioners release their Proposed Budget for public review and discussion. A public hearing is held in May on the Proposed Budget and the current tax levy. A ten-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. By the last day of June, each of the six libraries will contain the Adopted Operating and Capital Budget books for public review.

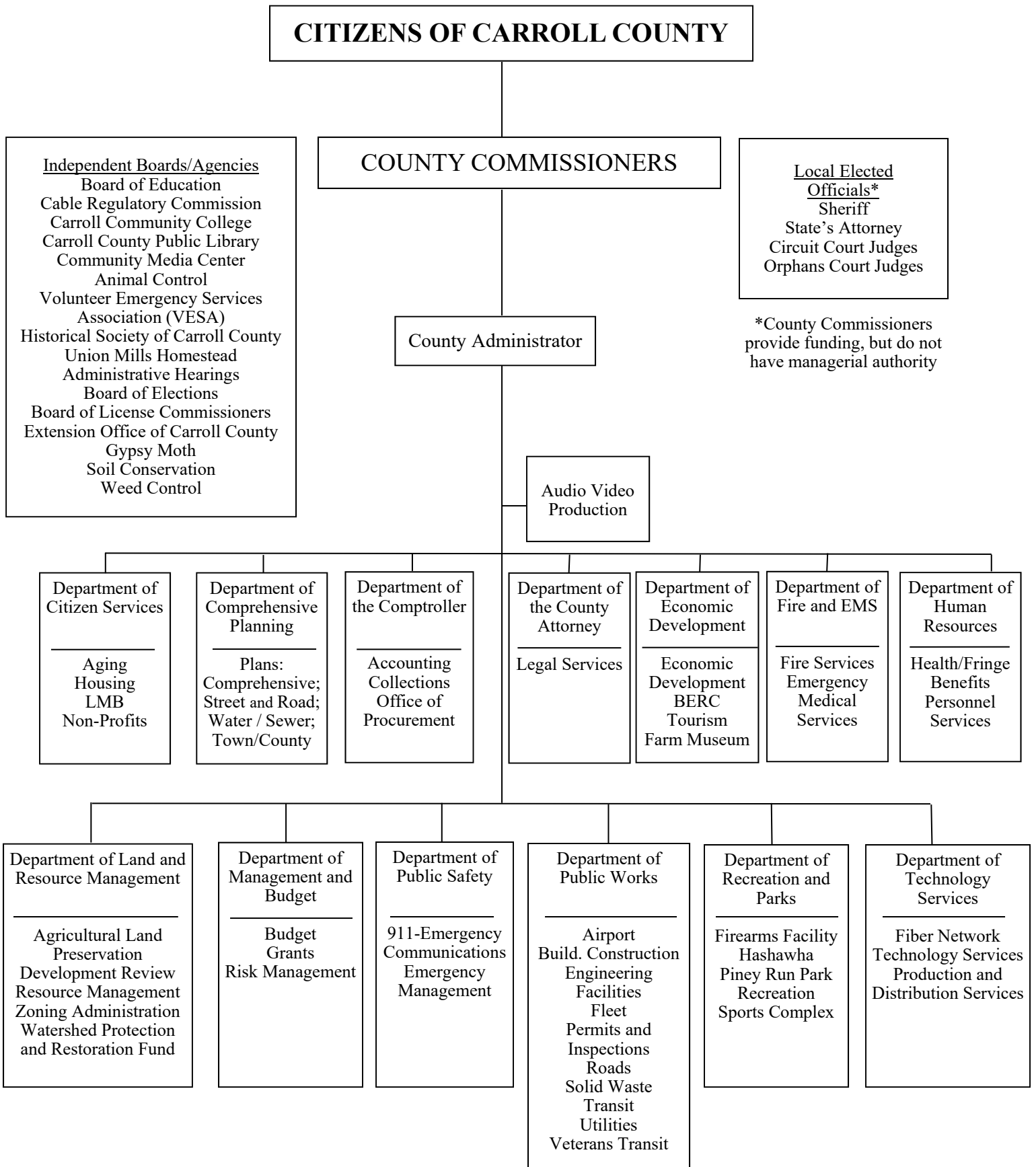
# The Budget Process

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. However, the total Budget cannot be increased or decreased without a public hearing.

# CARROLL COUNTY GOVERNMENT



## **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 County Comprehensive Plan, or Master Plan. The Department of Comprehensive Planning is responsible for developing and implementing the County Master Plan. Functions of the Department include Community Investment Plan review, site selection, and land banking for future schools, roads, and other public facilities.

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

Enterprise functions, such as water and sewer, solid waste management, and airport operations, 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

<https://www.carrollcountymd.gov/government/directory/planning/comprehensive-county-plans/county-master-plans/2014-carroll-county-master-plan-2019-amendment/>

Carroll County Water and Sewer Master Plan (MDE Approved)

<https://www.carrollcountymd.gov/government/directory/planning/comprehensive-county-plans/functional-plans/water-sewer-master-plan/>

Water and Sewer Master Plan – Amendments

<https://www.carrollcountymd.gov/government/directory/planning/comprehensive-county-plans/functional-plans/water-sewer-master-plan/water-sewer-master-plan-amendments/>

Water Resources Element

<https://www.carrollcountymd.gov/government/directory/planning/comprehensive-county-plans/functional-plans/water-resources-element/>

Freedom Community Comprehensive Plan

<https://www.carrollcountymd.gov/government/directory/planning/comprehensive-county-plans/community-comprehensive-plans/freedom-community-comprehensive-plan/>

Hampstead Community Comprehensive Plan

<https://www.carrollcountymd.gov/media/2374/hampstead.pdf>

Manchester Comprehensive Plan and Environs

<https://www.carrollcountymd.gov/media/2375/manchester.pdf>

Mount Airy Environs Community Comprehensive Plan

<http://www.mountairymd.org/183/MasterVision-Plans>

New Windsor Community Comprehensive Plan

<https://www.carrollcountymd.gov/media/3114/plan.pdf>

Sykesville Master Plan

<https://www.carrollcountymd.gov/media/2376/sykesville.pdf>

Westminster Environs Community Comprehensive Plan

<https://www.carrollcountymd.gov/media/2379/westminster.pdf>

Finksburg Corridor Plan

<https://www.carrollcountymd.gov/government/directory/planning/plans/community-comprehensive-plans/finksburg-corridor-plan/>

Taneytown Community Comprehensive Plan

<https://www.carrollcountymd.gov/media/2377/taneytown.pdf>

Union Bridge and Environs Community Comprehensive Plan

<https://www.carrollcountymd.gov/media/2378/unionbridge.pdf>

2017 Land Preservation, Parks & Recreation Plan

<https://www.carrollcountymd.gov/government/directory/planning/>

Carroll County Hazard Mitigation Plan

[https://www.carrollcountymd.gov/media/12910/hazard-mitigation-plan-2013-final\\_redacted2.pdf](https://www.carrollcountymd.gov/media/12910/hazard-mitigation-plan-2013-final_redacted2.pdf)

Carroll County Emergency Operations Plan

<https://www.carrollcountymd.gov/government/directory/public-safety/emergency-management/emergency-operations-plan/>

Ten Year Solid Waste Management Plan

<https://www.carrollcountymd.gov/media/3131/ten-year-solid-waste-master-plan.pdf>



# Reading a Typical Budget Page

Previous year actual expenditures

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

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

The Board of County Commissioners' budget for next fiscal year

**CCAIC**

Shows budget by type of expenditure

Shows budget without payroll taxes and pension benefits

Total full-time equivalent positions in the agency/bureau\*

Description	Actual	Original Budget	Adjusted Budget	Budget	% Change From Original	% Change From Adjusted
Personnel	\$92,675	\$99,490	\$94,100	\$103,160	3.69%	9.63%
Bene fits	63,048	30,780	30,360	30,840	0.19%	1.58%
Operating	19,459	23,390	23,390	23,390	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$175,182</b>	<b>\$153,660</b>	<b>\$147,850</b>	<b>\$157,390</b>	<b>2.43%</b>	<b>6.45%</b>
<b>Total Without Bene fits</b>	<b>\$112,134</b>	<b>\$122,880</b>	<b>\$117,490</b>	<b>\$126,550</b>	<b>2.99%</b>	<b>7.71%</b>
Employees FTE	2.00	2.00	2.00	2.00	-----	-----

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

## Contact

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

## Mission and Goals

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

## Goals include:

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

## Description

The unit is comprised of a wide range of agencies and organizations, including 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

## Budget Changes

- The decrease from Original to Adjusted is due to employee turnover.
- A 9.0% salary increase is included.

## Total County Funding

Department	Estimated Cost
CC Advocacy and Investigation Center	\$57,390
Health Benefits	36,400
Technology Support	600
Fleet	3,000
<b>Total</b>	<b>\$197,390</b>

Significant changes from the prior year budget

The budget document presents the Operating Budget for each department in a standardized format. The typical budget page describes the functions and goals of the organization, actual or 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.

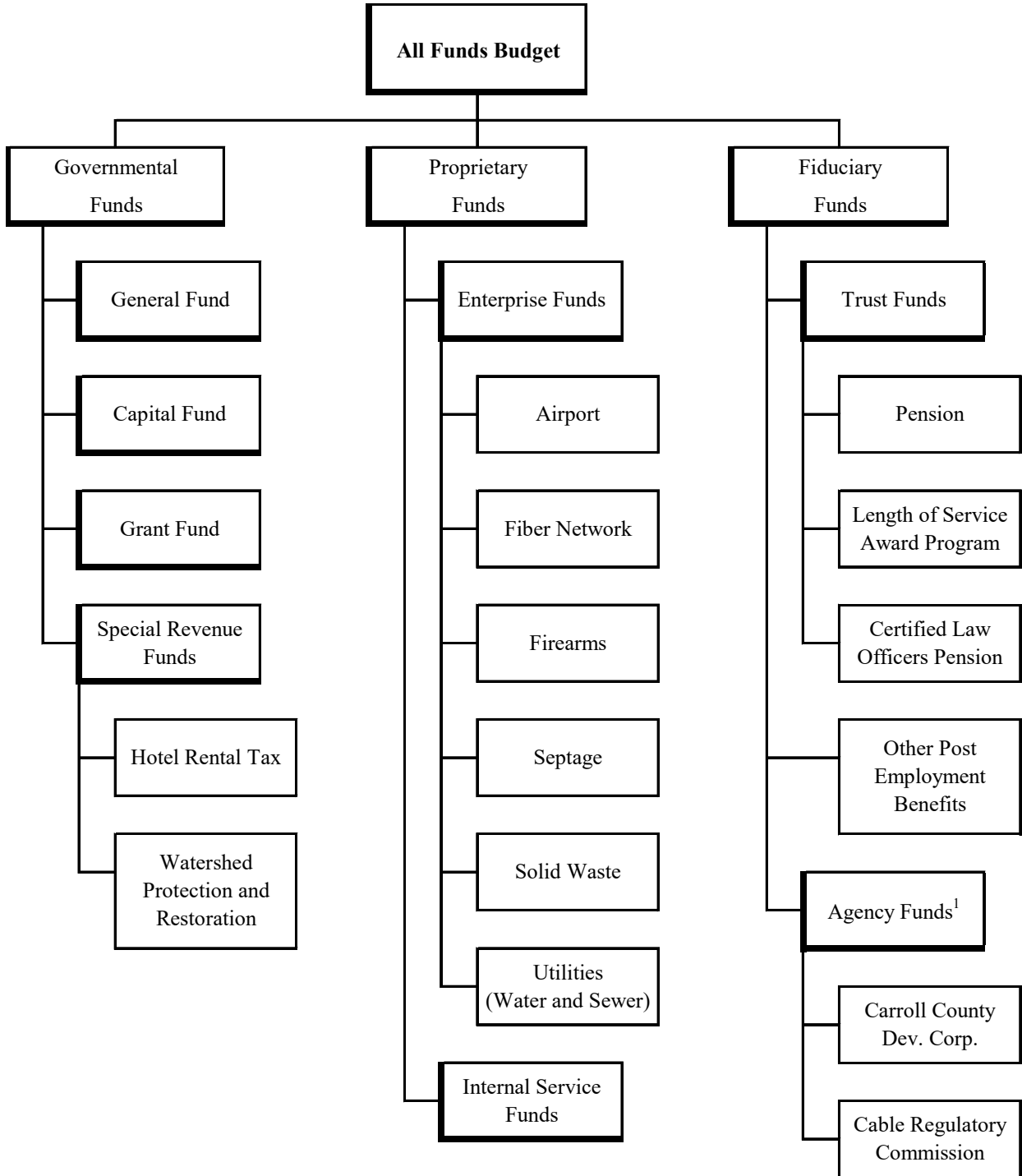


*Financial, Demographic and Economic  
Information and Policies*



# Description and Structure of Funds

## Carroll County Fund Structure



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

A fund is a grouping of related accounts used to maintain control over resources that have been segregated for specific activities or objectives. Carroll County's fund structure consists of Governmental, Proprietary, and Fiduciary Funds.

Carroll uses the following ***Governmental Funds***:

The ***General Fund*** is the primary operating fund of the County, 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 of the total revenue. Expenditures for Public Schools, General Government, Public Safety, Public Works, Recreation and Culture, Public Library, and Carroll Community College account for most of the annually appropriated budgets.

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

Revenue sources for capital projects can include the issue of bonds (long-term debt), General Fund dollars, Federal or State funding, developer Impact Fees, contributions from other funds, and donations from other sources.

The ***Grant Fund*** accounts for revenues that are formally restricted by law for a particular purpose or have specific requirements associated with the eligible program costs. Sources of funding include program fees, endowments, donations, and State and Federal dollars.

***Special Revenue Funds*** are used to account for the proceeds of specific revenue sources that are restricted to expenditures for specific purposes.

***Special Revenue Funds*** include:

The ***Hotel Rental Tax***, a percentage of hotel room rates paid by hotel guests, is used for tourism and promotion of the County.

The ***Watershed Protection and Restoration Fund*** provides for expenses related to stormwater management and compliance with the County's National Pollutant Discharge Elimination System (NPDES) permit. A portion of Property Tax revenue is dedicated to the fund on an annual basis.

***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***:

***Internal Service Funds*** are used to account for certain risk financing activities. These funds account for Workers Compensation, general liability, vehicle and property insurance, and health benefit costs. Other County funds make payments to the Internal Service Funds, and expenses are partially offset by employee contributions.

***Enterprise Funds:***

The ***Airport Enterprise Fund*** accounts for Carroll County Regional Airport operations and the corporate hangar facilities, as well as construction or acquisition of capital assets, and related debt service costs. Sources of funding include fuel sales, corporate hangar rental, and other rents.

The ***Fiber Network Enterprise Fund*** accounts for the operation and infrastructure development of the Carroll County Fiber Network. The primary source of funding is dark fiber leases.

The ***Firearms Enterprise Fund*** accounts for the operations, construction or acquisition of capital assets, and related debt service costs of the Hap Baker Firearms Facility, located at the Northern Landfill. Sources of funding include user fees, brass recycle fees, and interest income.

The ***Septage Enterprise Fund*** provides septage waste disposal services. This fund accounts for the operations, construction or acquisition of capital assets, and related debt service costs. The primary source of funding is septage processing fees.

The ***Solid Waste Enterprise Fund*** provides solid waste disposal facilities for residential and commercial use. This fund accounts for the operations, construction or acquisition of capital assets, and related debt service costs of the landfill facilities. Sources of funding include tipping fees, rents, and interest income.

The ***Utilities Enterprise Fund*** provides water and sewer services in several areas within the County. This fund accounts for the operations, construction or acquisition of capital assets, and related debt service costs of the water and sewer facilities. Sources of funding include fees for water and sewer usage, rents, and interest income.

***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 plan accumulates funding from member contributions, County contributions, and the earnings and profits from investments; it makes disbursements for

employee retirements, withdrawals, disability and death benefits, as well as for administrative expenses.

The ***Length of Service Award Program (LOSAP) Fund*** was established during FY 04 to account for the benefit program for the volunteer fire personnel serving the various independent volunteer fire companies in the County. While treated as a trust fund, it is not a legally established trust.

The ***Certified Law Officers Pension Trust*** was established during FY 10 to hold assets of the Carroll County Certified Law Officers Pension Plan for eligible certified law officers of the Carroll County Sheriff's Office. The plan accumulates funding from member contributions, County contributions, and the earnings and profits from investments; it makes disbursements for employee retirements, withdrawals, disability and death benefits, as well as for administrative expenses.

The ***Other Post Employment Benefits (OPEB) Fund***, established in FY 07, accounts for retiree contributions and County contributions to provide health benefits for eligible retirees. The plan also accounts for the earnings from investments, as well as disbursements made for medical premiums, payment of medical claims, and administrative expenses.

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. The Carroll County Development Corporation Fund accounts for the transactions for economic development receivables collected by the County on behalf of a local nonprofit corporation, and the Carroll Regulatory Commission administers the Cable franchise agreement for the County and eight towns.



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

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

### **Multi-Year Financial Forecasting**

- The County maintains a 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 Enterprise Funds continue to be developed with expenditures built on projected revenues.
- Historically, 1% 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.

### **Monthly Financial Reporting**

County staff review all fund revenues and expenditures monthly, more frequently when conditions warrant, and report to the Commissioners on a quarterly basis. Staff review the current economic conditions and political environment and assess the impact 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. However, the total Budget cannot be increased or decreased without a public hearing.

### **Capital Budget**

- Paygo funding includes Income Tax, Property Tax, Impact Fees, Agricultural Transfer Tax, and General Fund dollars.
- No capital project request is considered without an estimated operating impact. Operating impacts are integrated into the six-year 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 Fund
  - 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.

### **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 conditions include a sudden and unexpected drop in revenues, and/or unforeseen emergencies including unanticipated expenditures of a nonrecurring nature. Also, a Stabilization Arrangement provides a financial cushion against unanticipated adverse financial or economic circumstances that could 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 shall authorize 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% of the upcoming fiscal year Adopted General Fund Budget.

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

- **Contributions to the Stabilization Arrangement:** The Board of County Commissioners authorizes the Comptroller and the Director of Management and Budget to maintain a minimum balance of 5% 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 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% level.

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

Circumstances where the Stabilization Arrangement can be spent are:

- 1.) Unanticipated General Fund revenues in total fall more than 1% below the original projected revenues, and actual revenues for two of the following major revenue sources are projected in the current year to fall below the actual amount from the prior year:
  - Property Taxes
  - Income Tax
  - Recordation Tax
  - State Shared Taxes
  - Investment Interest
- 2.) The following events create significant financial difficulty for the County and are in excess of the current year's appropriated contingency:
  - Declaration of a State of Emergency by the Governor of Maryland
  - Unanticipated expenditures as a result of legislative changes from State/Federal governments in the current fiscal year
  - Acts of Terrorism declared by the Governor of Maryland or the President of the United States
  - Acts of Nature which are infrequent in occurrence and unusual in nature.

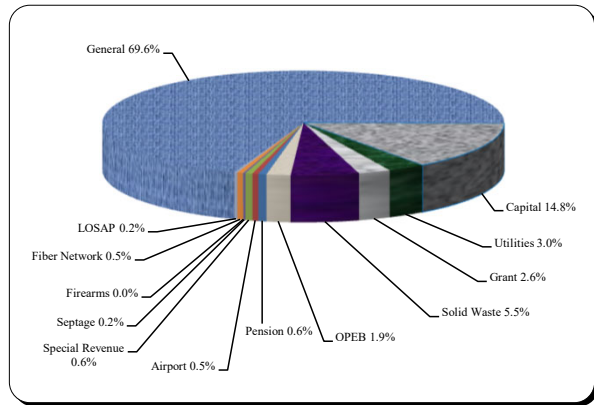
## **Revenue**

- The County endeavors to have a diversified and stable revenue system to protect against short-term fluctuations in any one revenue source.
- The County estimates its annual revenues through a comprehensive, objective, and analytical process.
- Each existing and potential revenue source is budgeted on an annual basis.
- The County provides revenue estimates for its six-year Operating and Community Investment Plans.

# Financial and Demographic Data

## FY 22 Budget By Fund

Fund Type	FY 22	% of Total
General	\$474,184,330	69.6%
Capital	100,893,583	14.8%
Utilities	20,625,316	3.0%
Grant	17,732,519	2.6%
Solid Waste	37,266,570	5.5%
OPEB	13,159,840	1.9%
Pension	4,422,320	0.6%
Airport	3,291,840	0.5%
Special Revenue	3,846,350	0.6%
Septage	1,137,500	0.2%
Firearms	177,530	0.0%
Fiber Network	3,312,580	0.5%
LOSAP	1,585,000	0.2%
<b>Total</b>	<b>\$681,635,278</b>	<b>100.0%</b>

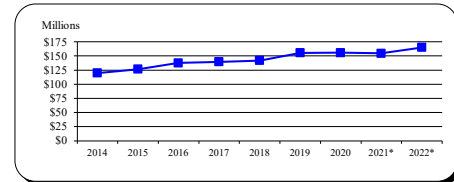


## Income Tax Collected - Operating

Year	Taxes Collected	% Change
2014	119,575,545	0.7%
2015	126,688,154	5.9%
2016	137,512,883	8.5%
2017	139,476,252	1.4%
2018	141,825,805	1.7%
2019	155,375,151	9.6%
2020	155,716,070	0.2%
2021*	154,622,849	-0.7%
2022*	165,000,000	6.7%

Tax rate is currently 3.03%.

Typically, 9.09% of income tax revenue is directly appropriated to the CIP for school construction.  
 For FY 16-17, the Commissioners temporarily reduced this amount to 7.09% with 2.0% going to Operating.  
 For FY 18, the Commissioners temporarily reduced this amount to 7.59% with 1.5% going to Operating.  
 For FY 19, the Commissioners temporarily reduced this amount to 8.09% with 1.0% going to Operating.  
 Source: FY 20 Carroll County CAFR, Table 4: Local Tax Revenues by Source, Governmental Funds

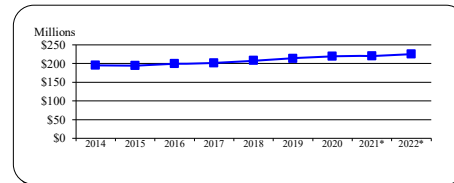


## Total Local Property Tax Collected

Year	Taxes Collected	% Change
2014	195,528,915	-1.1%
2015	194,029,688	-0.8%
2016	199,281,166	2.7%
2017	201,438,220	1.1%
2018	207,878,588	3.2%
2019	213,573,818	2.7%
2020	218,894,050	2.5%
2021*	220,266,083	0.6%
2022*	225,213,820	2.2%

Tax rate is currently 1.018%.

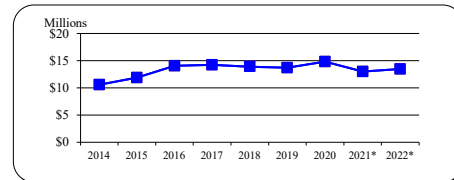
Source: FY 20 Carroll County CAFR, Table 4: Local Tax Revenues by Source, Governmental Funds



## Recordation Tax Collected

Year	Base	% Change
2014	10,576,850	5.5%
2015	11,888,637	12.4%
2016	14,093,918	18.5%
2017	14,241,331	1.0%
2018	13,923,538	-2.2%
2019	13,703,195	-1.6%
2020	14,840,846	8.3%
2021*	13,000,000	-12.4%
2022*	13,500,000	3.8%

Source: FY 20 Carroll County CAFR, Table 4: Local Tax Revenues by Source, Governmental Funds



\* Indicates budgeted amount

# Financial and Demographic Data

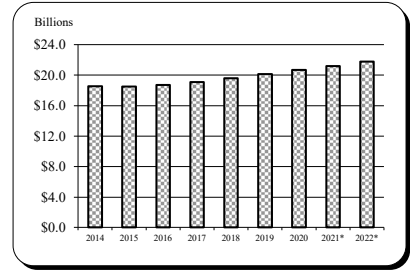
## Assessable Base - Real and Personal Property

Year	Base	% Change
2014	18,549,381,425	-1.4%
2015	18,495,548,665	-0.3%
2016	18,733,020,866	1.3%
2017	19,098,609,701	2.0%
2018	19,595,053,827	2.6%
2019	20,125,090,540	2.7%
2020	20,681,485,860	2.8%
2021*	21,213,587,000	2.6%
2022*	21,773,057,000	2.6%

All years are expressed at 100% of assessed value.

Source: FY 20 Carroll County CAFR, Table 7

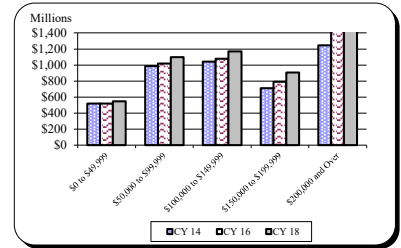
FY 20 - FY 21 Maryland State Department of Assessment and Taxation



## Net Taxable Income

Income Range	CY 14	CY 16	CY 18
\$0 to \$49,999	522,162,169	520,423,055	548,403,893
\$50,000 to \$99,999	985,787,690	1,017,896,116	1,097,889,352
\$100,000 to \$149,999	1,042,452,581	1,079,249,194	1,169,815,594
\$150,000 to \$199,999	712,442,833	790,863,349	905,468,199
\$200,000 and Over	1,247,358,619	1,457,039,100	1,821,786,245

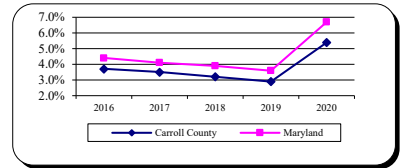
Source: Comptroller of Maryland Income Tax Summary Reports 2014-2018



## Average Annual Unemployment Rates

Year	Carroll County	Maryland
2016	3.7%	4.4%
2017	3.5%	4.1%
2018	3.2%	3.9%
2019	2.9%	3.6%
2020	5.4%	6.7%

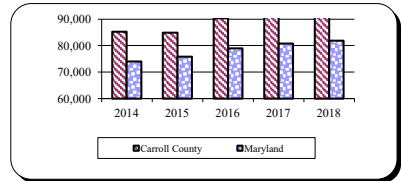
Source: MD Department of Labor, Licensing and Regulation



## Median Household Income

Year	Carroll County	Maryland
2014	85,274	73,971
2015	84,887	75,847
2016	90,343	78,945
2017	93,676	80,776
2018	93,363	81,868

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



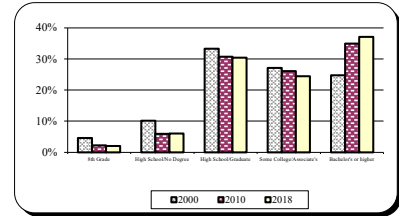
\* Indicates budgeted amount

# Financial and Demographic Data

## Educational Attainment

Population 25+ years	2000	2010	2018
8th Grade	4.6%	2.2%	2.0%
High School/No Degree	10.1%	6.0%	6.0%
High School/Graduate	33.3%	30.8%	30.4%
Some College/Associate's	27.2%	26.1%	24.5%
Bachelor's or higher	24.8%	34.9%	37.1%

Sources: US Census Bureau - 2000, 2010 Census  
US Census Bureau - 2018 American Community Survey

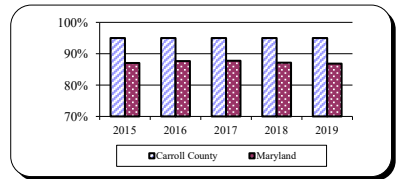


## Graduation Rates

Year	Carroll County	Maryland
2015	95.0%	87.0%
2016	95.0%	87.6%
2017	95.0%	87.7%
2018	95.0%	87.1%
2019	95.0%	86.9%

Source: 2019 Maryland Report Card

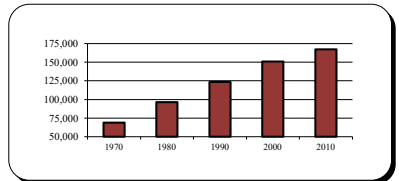
Note: 95% in a category indicates > 95 and corresponding counts have been suppressed.



## Population

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

Source: US Census Bureau

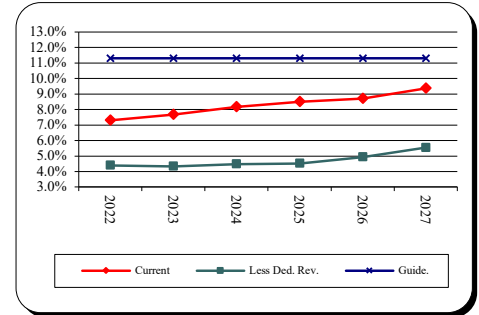




# Financial and Demographic Data

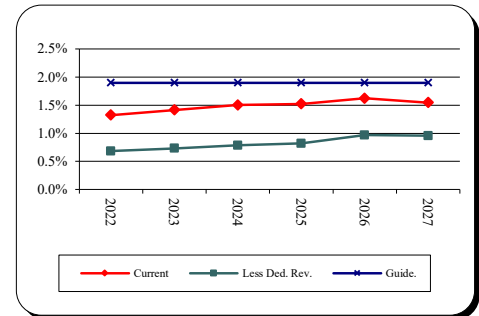
## General Fund Debt Service/General Fund Revenue

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Revenue and Supported D/S</u>	<u>County Guideline</u>
2022	7.3%	4.4%	11.3%
2023	7.7%	4.3%	11.3%
2024	8.2%	4.5%	11.3%
2025	8.5%	4.5%	11.3%
2026	8.7%	4.9%	11.3%
2027	9.4%	5.5%	11.3%



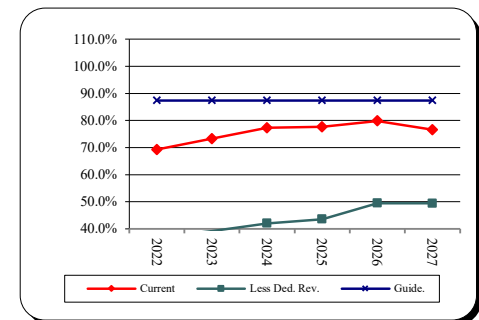
## General Fund Debt/Assessable Base

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Revenue and Supported Debt</u>	<u>County Guideline</u>
2022	1.32%	0.68%	1.90%
2023	1.42%	0.73%	1.90%
2024	1.50%	0.79%	1.90%
2025	1.52%	0.82%	1.90%
2026	1.62%	0.97%	1.90%
2027	1.54%	0.96%	1.90%



## General Fund Debt/General Fund Revenue

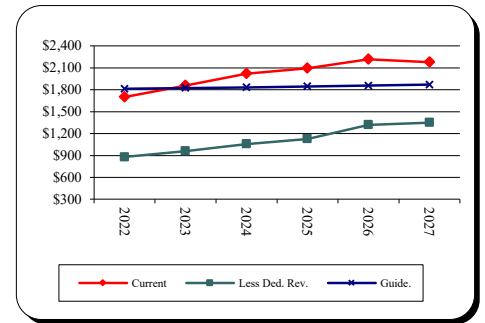
<u>Fiscal Year</u>	<u>Current Position</u>	<u>Revenue and Supported Debt</u>	<u>County Guideline</u>
2022	69.3%	36.9%	87.4%
2023	73.3%	39.2%	87.4%
2024	77.3%	42.1%	87.4%
2025	77.6%	43.6%	87.4%
2026	79.9%	49.5%	87.4%
2027	76.6%	49.5%	87.4%



# Financial and Demographic Data

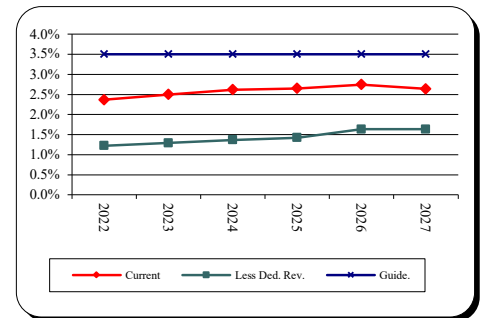
## General Fund Debt/Capita

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Revenue and Supported Debt</u>	<u>County Guideline</u>
2022	1,699	878	1,811
2023	1,859	961	1,822
2024	2,022	1,057	1,834
2025	2,094	1,127	1,845
2026	2,218	1,320	1,856
2027	2,179	1,349	1,868



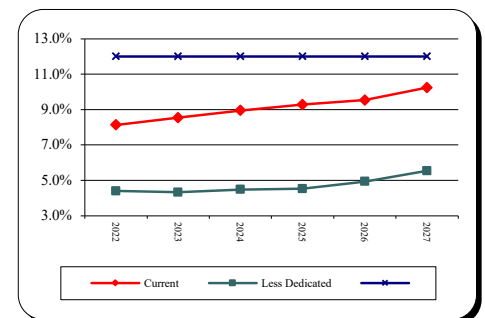
## General Fund Debt/Personal Income

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Revenue and Supported Debt</u>	<u>County Guideline</u>
2022	2.4%	1.2%	3.5%
2023	2.5%	1.3%	3.5%
2024	2.6%	1.4%	3.5%
2025	2.6%	1.4%	3.5%
2026	2.7%	1.6%	3.5%
2027	2.6%	1.6%	3.5%



## Total Debt Service/General Fund Revenue

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Less Dedicated Revenue and Supported DS</u>	<u>County Guideline</u>
2022	8.1%	4.4%	12.0%
2023	8.5%	4.3%	12.0%
2024	8.9%	4.5%	12.0%
2025	9.3%	4.5%	12.0%
2026	9.5%	4.9%	12.0%
2027	10.2%	5.5%	12.0%



# Economic Factors

## Related Industrial, Employment, and Labor Figures

The following table shows 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 2019

<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.....	48	1.0	521	0.9
Construction.....	836	18.2	6,071	10.4
Manufacturing.....	138	3.0	3,939	6.7
Trade, Transportation, and Utilities.....	845	18.4	11,955	20.4
Information.....	39	0.8	262	0.4
Financial Activities.....	369	8.0	1,558	2.7
Professional and Business Services.....	926	20.1	5,993	10.2
Education and Health Services.....	529	11.5	10,522	18.0
Leisure and Hospitality.....	347	7.5	7,315	12.5
Other Services.....	433	9.4	2,216	3.8
Local Government.....	62	1.3	6,564	11.2
State Government.....	11	0.2	1,255	2.1
Federal Government.....	<u>20</u>	<u>0.4</u>	<u>345</u>	<u>0.6</u>
<b>Total.....</b>	<b>4,603</b>	<b>100.0%</b>	<b>58,516</b>	<b>100.0%</b>

\* Totals may not add due to rounding.

Source: Maryland Department of Labor, Licensing, and Regulation, Office of Workforce Information and Performance, "Workforce Information & Performance, 2019 Annual Average."

Listed below alphabetically are major employers in Carroll County in 2020:

<u>Firm</u>	<u>Product/Service</u>
Carroll Community College	Higher education (Public)
Carroll County Commissioners**	Local government central office
Carroll County Public Schools*	Elementary and secondary education
Carroll Hospital – Lifebridge Health Center	General hospital
Carroll Lutheran Village	Nursing care
English American Tailoring	Clothing
Evapco	Cooling equipment manufacturer
Integrace	Nursing care
McDaniel College	Higher education
Penguin Random House	Book warehousing and distribution

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

\*\* Central offices under Commissioner Authority only, excludes Sheriff's Office, Courts, State's Attorney Office, and Soil Conservation.

Source: Carroll County Department of Economic Development

## Unemployment

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

	<u>2020</u>	<u>2019</u>	<u>2018</u>	<u>2017</u>	<u>2016</u>
Anne Arundel County.....	5.8%	3.0%	3.2%	3.5%	3.7%
Baltimore City.....	8.8	5.0	5.6	6.1	6.4
Baltimore County.....	6.8	3.6	3.9	4.3	4.5
<b>Carroll County.....</b>	<b>5.1</b>	<b>2.8</b>	<b>3.1</b>	<b>3.3</b>	<b>3.5</b>
Harford County.....	5.8	3.2	3.5	3.8	4.1
Howard County.....	5.2	2.7	2.9	3.1	3.2
Queen Anne's County.....	5.5	3.0	3.5	3.6	3.8
State of Maryland.....	6.8	3.5	3.8	4.1	4.3
United States.....	8.1	3.7	3.9	4.4	4.9

Sources: Maryland Department of Labor, Licensing, and Regulation, Office of Workforce Information and Performance, U.S. Dept. of Labor, Bureau of Labor Statistics, Local Area Unemployment Statistics.

## Income

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

	<u>2019</u>	<u>2018</u>	<u>% Increase</u>
Anne Arundel County.....	\$69,035	\$67,078	2.9%
Baltimore City.....	53,378	51,577	3.5
Baltimore County.....	62,976	61,139	3.0
<b>Carroll County.....</b>	<b>64,288</b>	<b>62,200</b>	<b>3.4</b>
Harford County.....	60,266	58,440	3.1
Howard County.....	79,253	77,039	2.9
Queen Anne's County.....	66,733	64,502	3.5
State of Maryland.....	64,640	62,708	3.1

Source: U.S. Bureau of Economic Analysis, Local Area Personal 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</u>		<u>% Change From Previous Year</u>	
	<u>Carroll</u>	<u>State</u>	<u>Carroll</u>	<u>State</u>
2019.....	\$10,829,120	\$390,792,492	3.5%	3.3%
2018.....	10,466,136	378,491,502	3.1	3.4
2017.....	10,151,134	365,997,521	3.6	3.3
2016.....	9,796,837	354,260,559	3.2	3.8
2015.....	9,493,169	341,389,885	4.1	4.8
2014.....	9,117,102	325,836,995	4.2	3.7
2013.....	8,745,743	314,267,299	1.0	-0.3
2012.....	8,662,080	315,230,873	2.5	3.0

Source: U.S. Bureau of Economic Analysis, Local Area Personal Income: Interactive Tables, Regional Data.

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

## Education

The number of high school students in Baltimore MSA area and the State of Maryland, as a whole, who graduated in 2020 as a percentage of their ninth grade enrollment, four grades earlier, are:

Anne Arundel County.....	88.9%
Baltimore City.....	70.0
Baltimore County.....	88.5
<b>Carroll County.....</b>	<b>95.0</b>
Harford County.....	90.1
Howard County.....	93.4
Queen Anne's County.....	95.0
State of Maryland.....	86.8

Source: 2020 Maryland Report Card, Maryland State Department of Education  
Percentages  $\geq 95$  have been suppressed.

ORDINANCE NO.- 2021-06

WHEREAS, the County Commissioners of Carroll County are required by law to provide for the health, safety and welfare of the citizens of Carroll County, and to provide certain services as required by law; and

WHEREAS, under the provisions of Resolution 32-75, the County Commissioners of Carroll County have provided for a proposed annual budget to be filed with the Clerk to the County Commissioners and distributed to the various news agencies in Carroll County, and to the Carroll County Public Library for reference by the public; and

WHEREAS, pursuant to the provisions of Resolution 32-75, the Clerk to the Board of County Commissioners of Carroll County advertised a public hearing on the Budget which was held on May 11, 2021, at which time the County Commissioners of Carroll County received comments concerning the Proposed Budget; and

WHEREAS, the County Commissioners of Carroll County have reviewed the requested budgets of the various departments of County Government and those agencies to whom the County is obligated to provide appropriations and have reviewed the comments made at the public hearing on the Budget; and

WHEREAS, the County Commissioners of Carroll County, in order to provide necessary services to the people of Carroll County at the lowest possible cost, DO HEREBY ORDAIN that the following amounts of money be appropriated for the following services of government from the revenues generated from taxes to be levied, fees, grants, fines, and other revenue sources available to County Government:

COUNTY COMMISSIONERS OF CARROLL COUNTY, MARYLAND

THE ANNUAL BUDGET AND APPROPRIATION ORDINANCE  
OF CARROLL COUNTY  
FOR FISCAL YEAR 2021-2022

SECTION I

GENERAL FUND

Whereas, General Fund revenues for the fiscal year beginning July 1, 2021, and ending June 30, 2022, have been estimated at \$474,184,326.57. In order to provide a balanced budget, as is required by law, funds are allocated to the departments, boards, agencies, commissions, programs, and projects as follows:

APPROPRIATIONS

PUBLIC SCHOOLS

Board of Education

205,617,860.00

Revenue Sources:

Local:

Direct Funding

\$205,617,860

Fund Balance

7,621,651

In-Kind

750,000

Total Local

\$213,989,511

State

145,836,958

Federal

37,794,315

Other

5,409,433

Total Revenue Sources

\$403,030,217

Category Totals - Uses:		
Administration	\$6,439,813	
Instructional Salaries & Wages	150,140,691	
Student Personnel Services	2,059,761	
Student Health Services	4,859,187	
Student Transportation	25,959,123	
Operation of Plant	24,148,896	
Maintenance of Plant	6,647,289	
Fixed Charges	89,016,427	
Community Services	1,572,451	
Capital Outlay	855,303	
Mid-Level Administration	26,423,739	
Special Education	48,161,730	
Textbooks and Instructional Supplies	13,744,287	
Other Instructional Costs	3,001,520	
Total BOE Budget	<u>\$403,030,217</u>	
Board of Education Debt Service		\$9,963,700
Food Service		<u>9,210,000</u>
TOTAL PUBLIC SCHOOLS		215,581,560.00
<b>EDUCATION OTHER</b>		
Carroll County Cable Commission		172,830.00
Carroll Community College - Adult Basic Ed.		284,040.00
Carroll County Community College - Entrepreneurship Program		113,300.00
Carroll County Community College		<u>10,698,750.00</u>
Category Totals - Includes all revenue sources:		
Instruction	14,652,102	
Academic Support	4,539,803	
Student Services	3,491,913	
Institutional Support	7,569,257	
Operation and Maintenance of Plant	4,038,785	
Mandatory Transfers	75,000	
	<u>\$34,366,860</u>	
Community Media Center		<u>650,000.00</u>
TOTAL EDUCATION OTHER		11,918,920.00
<b>CARROLL COUNTY PUBLIC LIBRARY</b>		9,843,810.00
<b>PUBLIC SAFETY AND CORRECTIONS</b>		
Public Safety 911	6,348,930.00	
Administrative Services	3,440,320.00	
Advocacy and Investigation Center	20,370.00	
Corrections	9,117,240.00	
Law Enforcement	13,128,070.00	
Training Academy	71,710.00	
State's Attorney - Criminal Prosecution	4,188,870.00	
Animal Control	964,100.00	
EMS 24/7 Services	4,796,900.00	
Volunteer Emergency Services Association	7,387,360.00	
Fire/EMS Administration	3,877,130.00	
Length of Service Award Program	<u>1,585,000.00</u>	
TOTAL PUBLIC SAFETY AND CORRECTIONS		54,926,000.00
<b>JUDICIAL SERVICES</b>		
Circuit Court	2,337,880.00	
Circuit Court Magistrates	407,440.00	
Orphans Court	61,540.00	
Volunteer Community Service Program	<u>194,510.00</u>	
TOTAL JUDICIAL SERVICES		3,001,370.00

<b>PUBLIC WORKS</b>	
Public Works Administration	603,440.00
Building Construction	329,350.00
Engineering Administration	527,140.00
Engineering Construction Inspection	408,720.00
Engineering Design	334,410.00
Engineering Survey	250,850.00
Facilities	12,499,960.00
Fleet Management	7,885,910.00
Permits and Inspections	1,441,130.00
Roads Operations	7,569,090.00
Storm Emergencies	2,201,160.00
Traffic Control	350,320.00
Transit Administration	33,220.00
Veteran Transit Services	133,780.00
<b>TOTAL PUBLIC WORKS</b>	<u>34,568,480.00</u>

**HEALTH AND HUMAN SERVICES**

<b>HEALTH</b>	
The ARC Carroll County	276,220.00
Penn-Mar Human Services	270,850.00
Springboard Community Services	403,830.00
Flying Colors of Success	48,970.00
Rape Crisis Intervention Service	177,060.00
Target, Community and Educational Services	276,220.00
Health Department	<u>3,709,780.00</u>
	5,162,930.00

<b>HUMAN SERVICES</b>	
Citizen Services Administration	339,870.00
Aging	1,272,370.00
Recovery Support Services	115,280.00
Access Carroll	20,000.00
Human Services Program	1,241,660.00
Sheppard Pratt	111,960.00
Social Services	20,000.00
Youth Services Bureau	<u>1,166,800.00</u>
	4,287,940.00

**TOTAL HEALTH AND HUMAN SERVICES** 9,450,870.00

<b>CULTURE AND RECREATION</b>	
Recreation and Parks Administration	461,410.00
Farm Museum	953,720.00
Hashawha	833,530.00
Piney Run Park	690,550.00
Recreation	440,720.00
Sports Complex	211,270.00
Historical Society of Carroll County	80,000.00
Homestead Museum	<u>20,000.00</u>
<b>CULTURE AND RECREATION</b>	3,691,200.00



<b>GENERAL GOVERNMENT</b>	
Comprehensive Planning	831,390.00
Comptroller Administration	341,730.00
Accounting	1,144,260.00
Bond Issuance	271,330.00
Collections Office	1,202,460.00
Independent Post Audit	58,500.00
Office of Procurement	378,600.00
County Attorney	625,350.00
Economic Development Administration	878,060.00
Business and Employment Resource Center	192,410.00
Economic Development Infrastructure and Investment	850,000.00
Tourism	376,610.00
Human Resources Administration	1,046,370.00
Health and Fringe Benefits	29,357,050.00
Personnel Services	154,550.00
Land and Resource Management Administration	697,280.00
Development Review	469,720.00
Resource Management	806,850.00
Zoning Administration	239,000.00
Management and Budget Administration	249,830.00
Budget	609,320.00
Grants Management	155,210.00
Risk Management	2,409,400.00
Technology Services	5,105,770.00
Production and Distribution Services	416,430.00
Administrative Hearings	87,090.00
Audio Video Production	180,100.00
Board of Elections	1,763,500.00
Board of License Commissioners	88,110.00
Not in Carroll	300,000.00
County Commissioners	910,350.00
<b>TOTAL GENERAL GOVERNMENT</b>	<b>52,196,630.00</b>
<b>CONSERVATION AND NATURAL RESOURCES</b>	
Cooperative Extension	515,080.00
Gypsy Moth	30,000.00
Soil Conservation	404,600.00
Weed Control	73,580.00
<b>TOTAL CONSERVATION AND NATURAL RESOURCES</b>	<b>1,023,260.00</b>
<b>MISCELLANEOUS</b>	
Debt Service	20,882,660.00
Intergovernmental Transfers	3,247,150.00
Reserve for Contingencies	4,819,640.00
Interfund Transfers	35,574,090.00
Transfer to Capital	13,458,686.57
<b>TOTAL MISCELLANEOUS</b>	<b>77,982,226.57</b>
 <b>TOTAL GENERAL FUND APPROPRIATIONS</b>	 <b>474,184,326.57</b>

**GENERAL FUND REVENUE AND FUND BALANCE APPROPRIATED**

**TAXES-LOCAL**

Real Property Tax	210,131,180.00
Taxes-DiscOUNTS	(880,000.00)
Penalty and Interest	600,000.00
Homestead Tax Credit	(722,060.00)
Senior Tax Credit	(10,000.00)
Personal Property Tax-Unincorporated	350,000.00
RR & PU Tax-Current Year	8,000,000.00
Personal Property Tax-Incorporated	7,144,700.00
Taxes-Prior Years Deferred	400,000.00
Semi-Annual Service Charges	200,000.00
<b>TOTAL LOCAL -TAXES</b>	<b>225,213,820.00</b>

**TAXES-LOCAL OTHER**

Income Tax	165,000,000.00
911 Service Fee	3,400,000.00
Cable Franchise Fee	1,665,000.00
Recordation	13,500,000.00
Admissions	175,000.00
<b>TOTAL LOCAL OTHER -TAXES</b>	<b>183,740,000.00</b>

**STATE SHARED**

Police Aid	900,000.00
<b>TOTAL STATE SHARED</b>	<b>900,000.00</b>

**LICENSES AND PERMITS**

Beer, Wine and Liquor	160,000.00
Traders Licenses	68,000.00
Mobile Home Licenses	62,000.00
Animal Licenses	45,000.00
Kennel Licenses	18,000.00
Building Permits	799,600.00
Plumbing Licenses	26,000.00
Marriage Licenses	31,000.00
Electrical Licenses	31,000.00
Utility Construction Permits	34,000.00
Electrical Permits	223,000.00
Grading Permits	25,000.00
Use and Occupancy Certificates	28,000.00
Heavy Equipment Tax	80,000.00
Zoning Certificates/Ordinances	2,100.00
Plumbing Permits	188,000.00
Reinspection Fees	3,000.00
<b>TOTAL LICENSES AND PERMITS</b>	<b>1,823,700.00</b>

**INTERGOVERNMENTAL REVENUES**

State Aid - Fire Companies	388,600.00
Grand & Petit Jury reimbursement	20,000.00
Circuit Court Master reimbursement	190,000.00
<b>TOTAL INTERGOVERNMENTAL REVENUES</b>	<b>598,600.00</b>

**GENERAL GOVERNMENT**

Lien Certification	190,000.00
Data Processing Services	2,200.00
Hearing Fees - Board of Zoning appeals	15,000.00
Copy Fees	10,000.00
Health Dept. - BGE	44,000.00
Hearing Fees - Zoning Admin.	11,000.00
<b>TOTAL GENERAL GOVERNMENT</b>	<b>272,200.00</b>

**PUBLIC SAFETY**

Sheriff Salary Recovery	33,710.00
Sheriff Fees	107,620.00
Sheriff Training Academy	60,000.00
Sheriff Training Academy Recovery	22,000.00
Detention Center	185,140.00
Inspection Fees - Roads	50,000.00
Inspection Fees - Development Review	6,000.00
Inspection Fees - Fire Safety	72,000.00
Detention Center - Commissary	31,600.00
Detention Center - Home Detention	14,650.00
Detention Center - Juvenile Transport	11,700.00
Detention Center - Work Release	23,075.00
Citations	8,000.00
Circuit Court Annex- Rent/Heat	12,995.00
Sex Offender Registry	17,000.00
<b>TOTAL PUBLIC SAFETY</b>	<b>655,490.00</b>

**PUBLIC WORKS**

Vehicle Maintenance	275,000.00
Road Maintenance	59,000.00
Development Review Fees	492,000.00
Flood Plain Review Fees	2,000.00
Fuel Recovery	365,000.00
Stormwater/Environmental Review Fees	66,000.00
Engineering Review Fee	45,000.00
Forest Conservation Review Fees	12,000.00
Weed Control	71,580.00
<b>TOTAL PUBLIC WORKS</b>	<b>1,387,580.00</b>

**CULTURE AND RECREATION**

Hashawha General Public Programs	12,020.00
Hashawha Concessions	1,500.00
Hashawha Fees	125,000.00
Hashawha Outdoor School Meals	85,000.00
Hashawha School/Youth Programs	7,500.00
Bear Branch Programs	9,000.00
Farm Museum Admissions	9,800.00
Farm Museum Concessions	15,000.00
Farm Museum Sponsorship	30,000.00
Farm Museum Special Events	25,000.00
Farm Museum Weddings	34,000.00

Piney Run - Admissions	200,000.00
Piney Run School Groups	2,500.00
Piney Run Boat Rentals	100,000.00
Piney Run Concessions	9,200.00
Piney Run Programs	2,500.00
Piney Run Nature Center Concessions	800.00
Piney Run Nature Center Facility Rental	1,000.00
Piney Run Nature Center Programs	3,500.00
Piney Run Nature Center Nature Camp	50,000.00
Pavilion & Facility Rentals	60,000.00
Rec & Parks Program Fees	18,000.00
Sports Complex Advertisement	5,000.00
Sports Complex Concessions	1,600.00
Sports Complex Rent/Light/Cell	30,000.00
Sports Complex Tournament Fees	27,000.00
Park Facility Rental	5,600.00
Dog Park Memberships	11,500.00
TOTAL CULTURE AND RECREATION	<u>882,020.00</u>

#### AGING

Senior Center Bus Trips	12,000.00
TOTAL AGING	<u>12,000.00</u>

#### FINES AND FORFEITS

Circuit Court Fines	25,000.00
Liquor License Fines	7,200.00
Animal Violations Fines	8,000.00
Humane Society Impound Fees	19,500.00
TOTAL FINES AND FORFEITS	<u>59,700.00</u>

#### OTHER

Interest - Misc. Loans	10,000.00
Interest - Fire Company Loans	104,190.00
Investment Income	645,150.00
Rents And Royalties	339,050.00
Cell Tower Rent	44,000.00
Rent - Family Law	4,950.00
Advertising - Liquor Licenses	7,000.00
Postage	26,000.00
Equipment Sales	160,000.00
Purchasing Card Rebate	60,000.00
Miscellaneous	225,000.00
Land Sales	1,000,000.00
TOTAL OTHER	<u>2,625,340.00</u>

**COST RECOVERIES**

Health Department	5,000.00
Pension Recovery - Enterprise and Grants	295,000.00
OPEB Recovery - Enterprise and Grants	420,000.00
State Retirement Recovery - Enterprise and Grants	4,000.00
Westminster Motorola Revenue Recovery	<u>22,000.00</u>
<b>TOTAL COST RECOVERIES</b>	<b>746,000.00</b>

**TRANSFER FROM OTHER FUNDS**

Special Revenue Fund	
Capital Fund	9,963,700.00
Hotel Rental Tax	<u>410,020.00</u>
<b>TOTAL TRANSFER FROM OTHER FUNDS</b>	<b>10,373,720.00</b>

**GENERAL FUND BALANCE APPROPRIATION**

	<u>44,894,156.57</u>
<b>APPROPRIATED</b>	<b><u>474,184,326.57</u></b>

SECTION II

CAPITAL FUND

WHEREAS, Capital Funds revenues for fiscal year beginning July 1, 2021, and ending June 30, 2022 have been estimated at \$100,893,593. In order to provide a balanced budget, as required by law, funds are allocated to the various projects as follows:

APPROPRIATIONS

EDUCATION

Career and Technology Center	10,500,000.00
East Middle School Replacement	31,411,000.00
HVAC Replacement - Winfield Elementary	368,000.00
Paving	965,000.00
Roof Repairs	190,000.00
Roof Replacement - Winfield Elementary	897,106.00
Technology Improvements	1,000,000.00
Transfer to Operating Budget for BOE Debt Service	9,963,700.00
TOTAL EDUCATION	<u>55,294,806.00</u>

CONSERVATION AND OPEN SPACE

Agriculture Land Preservation	4,672,900.00
Land Bank	2,000,000.00
Stormwater Facility Renovation	300,000.00
Watershed Assessment and Improvement (NPDES)	3,406,527.00
TOTAL CONSERVATION AND OPEN SPACE	<u>10,379,427.00</u>

PUBLIC WORKS

Roads:

Brynwood Hill Drainage	650,000.00
Gravel Road Improvements	4,336,000.00
Highway Safety Improvements	33,000.00
Pavement Management Program	14,509,000.00
Pavement Preservation	1,180,000.00
Ramp and Sidewalk Upgrades	85,000.00
Ridenour Way Extension	290,000.00
Small Drainage Structures	253,000.00
State Road Projects	100,000.00
Storm Drain Rehabilitation	253,000.00
Storm Drain Video Inspection	146,000.00
TOTAL ROADS	<u>21,835,000.00</u>

Bridges:

Bridge Inspection and Inventory	31,000.00
Bridge Maintenance and Structural Repair	78,000.00
Cleaning and Painting of Existing Bridge Structural Steel	234,000.00
Gaither Road over South Branch Patapsco	2,096,850.00
Hawks Hill Road over Little Pipe Creek Tributary	255,000.00
TOTAL BRIDGES	<u>2,694,850.00</u>

TOTAL PUBLIC WORKS

24,529,850.00

**CULTURE AND RECREATION**

Bark Hill Park Trail	260,000.00
Bear Branch Nature Center Pavilion Replacement	197,000.00
Community Self-Help Projects	84,000.00
Deer Park Lighting Replacement	291,000.00
Hashawha and Bear Branch Paving	552,000.00
Land Acquisition	329,000.00
Leister Park Phase II	191,000.00
Park Restoration	180,000.00
Piney Run Pavilion Replacement	180,000.00
Piney Run Road Paving	213,000.00
Sports Complex Building Roof	301,000.00
Tot Lot Replacement	416,000.00
Town Fund	16,450.00
Westminster Veterans Memorial Park Phase I	163,900.00
<b>TOTAL CULTURE AND RECREATION</b>	<b>3,374,350.00</b>

**GENERAL GOVERNMENT**

Carroll Community College Technology	700,000.00
County Building Systemic Renovations	1,043,400.00
County Technology	1,733,750.00
Fleet Lift Replacements	212,000.00
Generator Replacement	139,000.00
Library Technology	100,000.00
Parking Lot Overlays	322,000.00
Public Safety Emergency Communications Radios	849,000.00
Public Safety Regional Water Supply	150,000.00
Public Safety Training Center	1,000,000.00
Westminster Library Basement Improvements	1,066,000.00
<b>TOTAL GENERAL GOVERNMENT</b>	<b>7,315,150.00</b>

**TOTAL CAPITAL FUND APPROPRIATIONS**

**100,893,583.00**

**CAPITAL FUND REVENUES**

**LOCAL:**

Transfer from General Fund	13,458,686.57
Reallocated GF Transfer	104,533.43
Local Income Tax	12,118,700.00
Property Tax	2,539,900.00
Bonds	48,448,990.00
Reallocated Bonds	3,870,210.00
Impact Fee - Parks	175,000.00
Reallocated Impact Fee - Parks	163,900.00
Transfer from Special Revenue - Watershed Protection and Restoration Fund	252,490.00
<b>TOTAL LOCAL</b>	<b>81,132,410.00</b>

<b>STATE:</b>	State Highway Administration	176,000.00
	Highway User Revenue	1,359,000.00
	Program Open Space	1,119,000.00
	Ag. Preservation (MALPF)	500,000.00
	Ag Transfer Tax	300,000.00
	State School Construction	11,397,106.00
	State	1,550,000.00
	State Miscellaneous Grants	1,000,000.00
	<b>TOTAL STATE</b>	<u>17,401,106.00</u>
<b>FEDERAL:</b>	Highway/Bridge	1,872,150.00
	<b>TOTAL FEDERAL</b>	<u>1,872,150.00</u>
<b>OTHER:</b>	Developer Contribution	172,407.00
	Municipal	315,510.00
	<b>TOTAL OTHER</b>	<u>487,917.00</u>
	<b>TOTAL CAPITAL FUND REVENUES</b>	<u><u>100,893,583.00</u></u>

**SECTION III**

**PENSION TRUST FUND**

WHEREAS, Pension Trust Fund revenues for the fiscal year beginning July 1, 2021, and ending June 30, 2022, have been estimated at \$4,422,320.00. In order to provide a balanced budget, as is required by law, funds are allocated as follows:

<b>APPROPRIATIONS</b>	County Pension Fund Trust	3,025,300.00
	Certified Law Officers Pension Fund	1,397,020.00
	<b>TOTAL APPROPRIATIONS</b>	<u>4,422,320.00</u>
<b>REVENUES</b>	General Fund Contribution	4,422,320.00
	<b>TOTAL REVENUES</b>	<u>4,422,320.00</u>



**SECTION IV****OTHER POST EMPLOYMENT BENEFITS**

WHEREAS, OPEB Fund revenues for the fiscal year beginning July 1, 2021 and ending June 30, 2022, have been estimated at \$13,159,840. In order to provide a balanced budget, as is required by law, funds are allocated as follows:

**APPROPRIATIONS**

Other Post Employment Benefit Payments - County	5,686,840.00
Retiree Health Benefit Payments	7,473,000.00
<b>TOTAL APPROPRIATIONS</b>	<b>13,159,840.00</b>

**REVENUES**

General Fund Contribution	12,309,840.00
Retiree Contributions	850,000.00
<b>TOTAL REVENUES</b>	<b>13,159,840.00</b>

**SECTION V****SPECIAL REVENUE FUND**

WHEREAS, Special Revenue Fund revenues for the fiscal year beginning July 1, 2021, and ending June 30, 2022 have been estimated at \$410,020. In order to provide a balanced budget, as is required by law, funds are allocated as follows:

**APPROPRIATIONS**

Transfer to Operating Budget	410,020.00
<b>TOTAL APPROPRIATIONS</b>	<b>410,020.00</b>

**REVENUES**

Hotel Rental Tax	410,020.00
<b>TOTAL REVENUES</b>	<b>410,020.00</b>

**SECTION VI****WATERSHED PROTECTION AND RESTORATION FUND**

WHEREAS, Watershed Protection and Restoration Fund revenues for the fiscal year beginning July 1, 2021, and ending June 30, 2022 have been estimated at \$3,436,330. In order to provide a balanced budget, as is required by law, funds are allocated as follows:

**APPROPRIATIONS**

Personnel	1,203,710.00
Operating	418,590.00
Debt Service	1,814,030.00
<b>TOTAL APPROPRIATIONS</b>	<b>3,436,330.00</b>

**REVENUES**

Dedicated Property Tax	2,667,545.00
Fund Balance	630,855.00
Town Contributions	117,130.00
Interest Revenue	20,800.00
<b>TOTAL APPROPRIATIONS</b>	<b>3,436,330.00</b>

## SECTION VII

LENGTH OF SERVICE AWARD PROGRAM

WHEREAS, Length of Service Award Program for the fiscal year beginning July 1, 2021, and ending June 30, 2022 have been estimated at \$1,585,000. In order to provide a balanced budget, as is required by law, funds are allocated as follows:

## APPROPRIATIONS

Length of Service Award Payments	1,585,000.00
TOTAL APPROPRIATIONS	<u>1,585,000.00</u>

## REVENUES

General Fund Contribution	1,585,000.00
TOTAL REVENUES	<u>1,585,000.00</u>

## SECTION VIII

UTILITIES ENTERPRISE FUND

WHEREAS, Utilities Enterprise Fund revenues for the fiscal year beginning July 1, 2021, and ending June 30, 2022 have been estimated at \$12,617,345 in operating and \$10,987,971 in capital. In order to provide a balanced budget as is required by law, funds are allocated as follows:

## APPROPRIATIONS

<u>Operating</u>	
Bureau of Utilities Administration	1,597,510.00
Board of Education Facilities	225,770.00
Freedom Sewer	2,830,490.00
Freedom Water	3,764,390.00
Hampstead Sewer	1,025,365.00
Other Water & Sewer	169,630.00
Revenue in Excess of Expenditures	24,190.00
Capital - Repair, Replace, Rehabilitate	2,980,000.00
TOTAL OPERATING APPROPRIATIONS	<u>12,617,345.00</u>

## REVENUES

MES	18,000.00
Water Usage	5,740,000.00
Sewer Usage	6,324,225.00
Interest	20,500.00
Rents and Royalties	223,150.00
Miscellaneous	65,700.00
General Fund Transfer	225,770.00
TOTAL OPERATING REVENUES	<u>12,617,345.00</u>

## APPROPRIATIONS

<u>Capital</u>	
County Sewer Line Rehabilitation/Replacement	481,000.00
County Water Line Rehabilitation/Replacement	798,000.00
Freedom Water Treatment Plant Equipment Replacement	103,490.00
Freedom Wells and Connections	975,000.00
Freedom WTP Membrane Replacement	206,000.00
Hampstead WWTP ENR Upgrade	400,000.00
Hampstead WWTP Sludge Press	300,000.00
Kabik Court Water Supply	100,000.00
Pump Station Equipment Replacement	214,681.00
Runnymede Wastewater Treatment Facility Rehabilitation	44,000.00
Sewer Manhole Rehabilitation	87,000.00
Standby Generator Replacement	37,000.00
Tank Rehabilitation and Replacement	565,000.00
Town of Sykesville Water and Sewer Upgrades	4,495,000.00

Water Main Loops	440,000.00
Water Main Valve Replacements	360,000.00
Water Meters	671,000.00
Water Service Line Replacement	310,800.00
Winfield Pump Station	400,000.00
<b>TOTAL CAPITAL APPROPRIATIONS</b>	<b>10,987,971.00</b>

**REVENUES**

<u>Capital</u>	
Transfer from General Fund	544,000.00
Utilities Maintenance Fee	5,669,000.00
Reallocated Utilities Maintenance Fees	62,000.00
Utilities Sewer User Fees	824,000.00
Reallocated Utilities Sewer User Fees	695,681.00
Utilities Water User Fees	3,193,290.00
<b>TOTAL CAPITAL REVENUES</b>	<b>10,987,971.00</b>

**SECTION IX**

**SOLID WASTE ENTERPRISE FUND**

WHEREAS, Solid Waste Enterprise Fund revenues for the fiscal year beginning July 1, 2021, and ending June 30, 2022, have been estimated at \$12,086,570 in operating and \$25,180,000 in capital. In order to provide a balanced budget as is required by law, funds are allocated as follows:

**APPROPRIATIONS**

<u>Operating</u>	
Solid Waste Management Supervision	477,130.00
Closed Landfills	283,600.00
Northern Landfill	2,537,110.00
Recycling Operations	2,509,650.00
Solid Waste Accounting Administration	563,380.00
Solid Waste Transfer Station	5,715,700.00
<b>TOTAL OPERATING REVENUES</b>	<b>12,086,570.00</b>

**REVENUES**

<u>Operating</u>	
Tipping Fee - Northern Landfills	8,144,500.00
County Hauling	6,080.00
Interest	30,000.00
Rent and Royalties	175,600.00
Recycling	160,000.00
Misc.	7,500.00
General Fund Transfer	3,562,890.00
<b>TOTAL REVENUES</b>	<b>12,086,570.00</b>

**APPROPRIATIONS**

<u>Capital</u>	
Northern Landfill Ccll 4	25,000,000.00
Northern Landfill Rain Flap Installation	180,000.00
<b>TOTAL CAPITAL APPROPRIATIONS</b>	<b>25,180,000.00</b>

**REVENUES**

<u>Capital</u>	
Transfer from General Fund	25,000,000.00
Enterprise Fund - Solid Waste	180,000.00
<b>TOTAL CAPITAL REVENUES</b>	<b>25,180,000.00</b>

SECTION X

AIRPORT ENTERPRISE FUND

WHEREAS, Airport Enterprise Fund revenues for the fiscal year beginning July 1, 2021, and ending June 30, 2022 have been estimated at \$3,255,840 in operating and \$36,000 in capital. In order to provide a balanced budget as is required by law, funds are allocated as follows:

APPROPRIATIONS

<u>Operating</u>	
Airport Operations	912,520.00
Revenue in Excess of Expenditures	2,343,320.00
TOTAL OPERATING APPROPRIATIONS	<u>3,255,840.00</u>

REVENUES

<u>Operating</u>	
Fuel	85,000.00
Rents	218,030.00
Corporate Hangar Rents	593,510.00
Pass - Through Utilities/Taxes	135,400.00
Miscellaneous	3,410.00
Transfer from the General Fund	2,220,490.00
TOTAL OPERATING REVENUES	<u>3,255,840.00</u>

APPROPRIATIONS

<u>Capital</u>	
Grounds Maintenance Equipment and Storage Facility	36,000.00
TOTAL CAPITAL APPROPRIATIONS	<u>36,000.00</u>

REVENUES

<u>Capital</u>	
Transfer from General Fund	16,000.00
Fed Aviation Admin	20,000.00
TOTAL CAPITAL REVENUES	<u>36,000.00</u>

SECTION XI

FIREARMS ENTERPRISE FUND

WHEREAS, Firearms Enterprise Fund revenues for the fiscal year beginning July 1, 2021, and ending June 30, 2022 have been estimated at \$177,530 in operating. In order to provide a balanced budget as is required by law, funds are allocated as follows:

APPROPRIATIONS

<u>Operating</u>	
Firearms	177,530.00
TOTAL OPERATING APPROPRIATIONS	<u>177,530.00</u>

REVENUES

<u>Operating</u>	
Firearms Facility Fees	163,530.00
Firearms Facility Concessions	6,000.00
Recycling	6,000.00
Interest	2,000.00
TOTAL OPERATING REVENUES	<u>177,530.00</u>

**SECTION XIV**

**GRANT FUND**

WHEREAS, Grant Fund revenues for the fiscal year beginning July 1, 2021, and ending June 30, 2022 have been estimated at \$17,732,519.00. In order to provide a balanced budget as is required by law, funds are allocated as follows:

**APPROPRIATIONS**

**BUREAU OF AGING**

Case Management and Support Planning	288,650.00
Federal Financial Participation	107,840.00
Money Follows Person	4,380.00
National Caregiver Support Program	35,000.00
Ombudsman	129,960.00
Senior Assisted Housing	101,500.00
Senior Citizens Center Operating Fund	12,500.00
Senior Coordinated Community Care	186,880.00
Senior Guardianship Program	91,470.00
Senior Health Insurance Program	74,720.00
Senior Inclusion Program	400,500.00
Senior Information and Assistance Level One	114,810.00 15,000.00
Senior Medicare Patrol Program	4,000.00
Title III B (Supportive Services)	138,380.00
Title III C1 (Congregate Meals)	263,500.00
Title III C2 (Home Delivered Meals)	91,500.00
Title III D (Health Promotion)	10,550.00
Title III E (Caregiver Support)	67,000.00
Veterans Directed Home Services	21,000.00
Veterans Services	75,000.00
<b>TOTAL BUREAU OF AGING GRANTS</b>	<b>2,234,140.00</b>

**BUSINESS AND EMPLOYMENT RESOURCE CENTER**

DORS Pre-Employment Transition Services	83,792.00
Summer Youth Connections	21,393.00
WIOA Title I - Administration	97,540.00
WIOA Title I - Adult	192,043.00
WIOA Title I - Dislocated Worker	491,265.00
WIOA Title I - Youth	194,553.00
<b>TOTAL BERC GRANTS</b>	<b>1,080,586.00</b>

**CIRCUIT COURT**

Child Support Enforcement	44,580.00
Drug Treatment Court	339,750.00
Family Law Administration	632,570.00
<b>TOTAL CIRCUIT COURT GRANTS</b>	<b>1,016,900.00</b>

**CITIZEN SERVICES STATE**

Health Department - Emergency Funds	4,000.00
<b>TOTAL CITIZEN SERVICES STATE GRANTS</b>	<b>4,000.00</b>

**COMPREHENSIVE PLANNING**

Unified Planning Work Program (UPWP)	50,000.00
<b>TOTAL COMPREHENSIVE PLANNING GRANTS</b>	<b>50,000.00</b>

**FARM MUSEUM ENDOWMENT**

<b>TOTAL FARM MUSEUM ENDOWMENT</b>	<b>30,000.00</b>
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**HOUSING AND COMMUNITY DEVELOPMENT**

Continuum of Care	47,260.00
Eviction Prevention Program	0.00
Family Self Sufficiency	62,481.00
Homeless Solutions Program	69,800.00
HUD Housing Choice - Voucher	6,821,500.00
<b>TOTAL HOUSING AND COMMUNITY DEV. GRANTS</b>	<b>7,001,041.00</b>

**LOCAL MANAGEMENT BOARD**

CESF Virtual Access Project	100,700.00
Community Programs	432,432.00
Interagency Family Preservation	395,830.00
Local Care Team	21,132.00
MOU Administration	80,057.00
Safe and Stable Families	125,820.00
Youth and Family Engagement Program	80,000.00
<b>TOTAL LOCAL MANAGEMENT BOARD GRANTS</b>	<b>1,235,971.00</b>

**PUBLIC SAFETY**

Hazardous Material Emergency Planning	226,580.00
Homeland Security	466,370.00
<b>TOTAL PUBLIC SAFETY GRANTS</b>	<b>692,950.00</b>

**RECREATION**

Community Recreation Programs	108,100.00
Community Recreation Trips	10,000.00
<b>TOTAL RECREATION GRANTS</b>	<b>118,100.00</b>

**SHERIFF'S OFFICE**

Adequate Coverage	309,000.00
Body Armor for Local Law Enforcement	8,460.00
Child Advocacy Center Services	10,500.00
Child Exploitation & Human Trafficking Task Force	19,000.00
Child Support Unit	231,490.00
High Intensity Drug Trafficking Area	67,500.00
Highway Safety Enforcement Operations	25,000.00
Internet Crimes Against Children	25,000.00
Joint Law Enforcement Operations	18,000.00
Motor Carrier Safety Assistance Program	20,000.00
National Children's Alliance	10,600.00
School Bus Safety Enforcement	20,000.00
Sexual Offender & Compliance Enforcement in Maryland	16,000.00
State Criminal Alien Assistance Program	10,000.00
Tactical Diversion Task Force	18,000.00
Tobacco Sales Compliance	5,500.00
<b>TOTAL SHERIFF SERVICES GRANTS</b>	<b>814,050.00</b>

**STATE'S ATTORNEY**

Maryland Criminal Intelligence Network	272,020.00
Maryland Victims of Crime	66,480.00
Violence Against Women Act	139,080.00
<b>TOTAL STATE'S ATTORNEY GRANTS</b>	<b>477,580.00</b>

**TOURISM**

Maryland Tourism Development Board	84,400.00
<b>TOTAL TOURISM GRANTS</b>	<b>84,400.00</b>


**FY 22 Budget Ordinance**

Should any provision, section, paragraph or subparagraph of this Ordinance, including any code or text adopted hereby, be declared null and void, illegal, unconstitutional, or otherwise determined to be unenforceable by a court having jurisdiction; the same shall not affect the validity, legality, or enforceability of any other provision, section, paragraph or subparagraph hereof, including any code or text adopted hereby. Each such provision, section, paragraph or subparagraph is expressly declared to be and is deemed severable.

For additional descriptions and information see attached Operating and Capital Budget books which are incorporated herein.


Adopted this 25th day of May, 2021.


COUNTY COMMISSIONERS OF CARROLL COUNTY

  
Edward C. Rothstein (COL Ret.), President

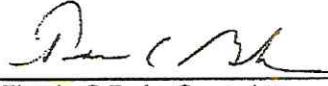
  
C. Richard Weaver, Vice President

\_\_\_\_\_  
Dennis E. Frazier

  
Stephen A. Wantz

  
C. Eric Bouchat

APPROVED AS TO FORM

  
Timothy C. Burke, County Attorney

ORDINANCE NO. 2021-05

WHEREAS, under the provisions of the Tax-Property Article, Section 6-302 of the Annotated Code of Maryland, in each year after the date of finality and before the following July 1, the County Commissioners of Carroll County are required to set the tax rate for the next taxable year on all assessments of property subject to the County's Property tax; and

WHEREAS, under the provisions of Tax-Property Article, 6-308 the County Commissioners of Carroll County are required to advertise their intent to increase the tax rate above the "constant yield tax rate" as that term is defined in Tax-Property Article, Section 2-205(d) and have conducted a public hearing pursuant to Tax-Property , Section 6-308 on May 11, 2021 and at that hearing announced that this Ordinance would be considered and approved on May 25, 2021 at 1:00 pm during the Commissioners' virtual meeting; and

WHEREAS, the County Commissioners of Carroll County have met at the place and time so indicated for the consideration and adoption of this Ordinance; and

WHEREAS, under the provisions of Resolution 32-75, the County Commissioners of Carroll County have adopted the annual budget and appropriation ordinance immediately prior hereto, and there remains a duty to levy a tax to balance the budget as provided by law.

NOW, THEREFORE, BE IT ORDAINED THAT:

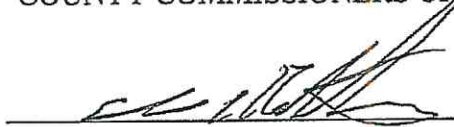
1. An ordinary tax at the rate of \$1.018 per \$100 of assessed value is hereby imposed upon all real property subject to taxation in Carroll County and an ordinary tax at the rate of \$2.515 per \$100 of assessed value is hereby imposed upon all personal property subject to taxation in Carroll County for the taxable year beginning July 1, 2021 ending June 30, 2022. A portion, \$0.01263, of the real property tax rate of \$1.018 per \$100 of assessed value is restricted for the Watershed Protection and Restoration Fund and may be used solely for operating expenditures of watershed improvement activities in accordance with Section 4-202.1 of the Environment Article of the Annotated Code of Maryland.
2. The Collector of Taxes for Carroll County is hereby directed to take whatever steps are legally permissible and necessary to collect the taxes imposed hereby, including but not limited to, rendering a bill for county taxes to each owner of property in Carroll County; giving a discount to persons who pay taxes promptly when due based upon a schedule for such discounts as previously established, and instituting legal proceedings for the recovery of taxes.




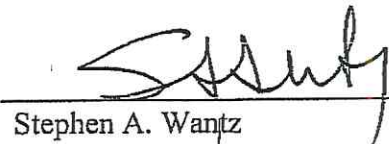
**FY 22 Tax Ordinance**

Adopted this 25th day of May, 2021

COUNTY COMMISSIONERS OF CARROLL COUNTY

  
\_\_\_\_\_  
Edward C. Rothstein (COL Ret.), President

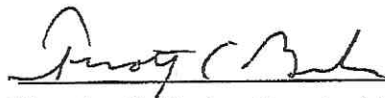
  
\_\_\_\_\_  
C. Richard Weaver, Vice President

  
\_\_\_\_\_  
Stephen A. Wantz

  
\_\_\_\_\_  
Dennis E. Frazier

  
\_\_\_\_\_  
C. Eric Bouchat

APPROVED AS TO FORM:

  
\_\_\_\_\_  
Timothy C. Burke, County Attorney



# *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 for one-time, relatively high costs, or for long-lived assets. There is not a clear line separating current and capital expenditures, but current expenditures should be funded with current sources of revenue and it may be appropriate to fund capital expenditures with current revenue and/or debt financing. When debt financing is used, it is important that the useful life of the asset exceed the time necessary to pay for the asset. Carroll County's operating expenditures are entirely funded by current revenue. A mix of sources, such as bonds, grants, and paygo funding, is used to fund capital projects.

## **Paying for Capital Assets**

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

## **Bonds**

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

General obligation bonds are used when the capital project is beneficial to the community. Examples would be expenditures for law enforcement, fire protection, education, community 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, 2020, 73.3% of long-term debt owed by the County will be retired within ten years and 49.7% will be retired within five years. New Public Improvement Bonds issued in November 2020 have an aggregate principal amount of \$20.0 million.

### 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 for 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's <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

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

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

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

Ratings are initially made before issuance and are continuously reviewed and amended as necessary to reflect change in the issuer's credit position. According to the rating agencies, Carroll County demonstrates very strong credit worthiness. Moody's has assigned Carroll County a rating of **Aaa**, Standard & Poor's **AAA**, and Fitch **AAA**. These high ratings allow Carroll County to benefit from lower interest rates for capital projects financed with long-term debt issues. The County's goal is to maintain our current bond ratings 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.

The financial advisor helps the issuer design the bond issue in terms of maturity dates, maturity amounts, and call provisions; prepares the official statement; selects an appropriate time to mark the issue; and complies with legal requirements.

Carroll County historically uses 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. Within a few days of the bond purchase, the underwriter sells the bonds to 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 accounts for potential changes in revenue and interest. The model distinguishes between direct debt (i.e., debt to be paid with General Fund revenue) and indirect debt (i.e., 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, 2021.

**Schedule of Debt Service Requirements (1)**

Fiscal Years Ending June 30	G.O. Bonds (2)		Watershed Bonds		Notes, Capital Leases, and Other Debt		General Obligation Debt		Total Governmental Funds		Enterprise Funds		Grand Total Debt Service (1)	
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest		
2022	19,751,617	7,423,541	1,113,627	583,793	344,966	91,064	246,000	1,971,653	21,456,210	10,070,051	31,526,261	301,796	1,719,263	33,245,524
2023	18,854,865	6,568,341	1,117,704	535,381	391,972	82,329	680,930	1,940,208	21,045,471	9,126,259	30,171,730	264,184	1,571,814	31,743,544
2024	18,077,892	5,747,538	1,119,594	484,600	401,975	73,025	1,006,624	1,919,894	20,606,085	8,225,057	28,831,142	5,483,270	5,704,355	34,535,497
2025	16,169,820	4,998,941	1,085,690	435,474	411,505	63,496	2,179,934	1,809,927	19,846,949	7,307,838	27,154,787	495,265	587,398	27,742,185
2026	16,517,141	4,349,425	1,086,498	391,432	421,261	53,740	1,346,000	1,741,702	19,370,900	6,536,299	25,907,199	520,347	591,378	26,498,577
2027	16,778,690	3,739,903	1,087,896	350,020	431,248	43,752	2,584,000	1,694,815	20,881,834	5,828,490	26,710,324	543,276	596,458	27,306,782
2028	17,106,198	3,124,408	1,088,356	309,156	441,472	33,528	-	1,557,835	18,636,026	5,024,927	23,660,953	566,215	600,755	24,261,708
2029	17,467,260	2,487,749	1,088,728	267,162	451,938	23,062	1,072,900	1,557,835	19,115,216	4,335,808	23,451,024	590,720	605,797	24,056,821
2030	13,654,539	1,897,031	1,089,882	225,040	462,653	12,347	4,662,430	1,476,707	19,869,504	3,611,125	23,480,629	113,262	115,766	23,596,395
2031	10,271,295	1,451,885	1,039,540	185,257	235,424	2,077	13,115,500	1,103,726	24,661,759	2,742,945	27,404,704	2,429	2,478	27,407,182
2032	9,070,532	1,159,139	1,029,468	152,562	-	-	-	520,766	10,100,000	1,832,467	11,932,467	-	-	11,932,467
2033	7,797,750	947,795	997,250	126,871	-	-	445,320	509,076	9,240,320	1,583,742	10,824,062	-	-	10,824,062
2034	6,788,474	761,693	946,526	103,633	-	-	3,475,344	497,387	11,210,344	1,362,713	12,573,057	-	-	12,573,057
2035	5,700,713	589,110	854,287	81,090	-	-	-	314,931	6,555,000	985,131	7,540,131	-	-	7,540,131
2036	5,057,678	432,374	747,322	60,495	-	-	473,924	302,490	6,278,924	795,359	7,074,283	-	-	7,074,283
2037	3,869,397	303,316	580,603	44,059	-	-	1,303,000	257,475	5,753,000	604,850	6,357,850	-	-	6,357,850
2038	3,247,818	202,346	502,182	31,403	-	-	-	224,900	3,750,000	458,649	4,208,649	-	-	4,208,649
2039	3,247,818	109,404	502,182	19,659	-	-	887,000	202,725	4,637,000	331,788	4,968,788	-	-	4,968,788
2040	2,075,300	37,602	424,700	9,273	-	-	1,024,000	180,550	3,524,000	227,425	3,751,425	-	-	3,751,425
2041	725,300	6,346	274,700	2,404	-	-	2,587,000	100,625	3,587,000	109,375	3,696,375	-	-	3,696,375
<b>Total</b>	<b>\$ 212,230,097</b>	<b>\$ 46,337,887</b>	<b>\$ 17,776,735</b>	<b>\$ 4,398,764</b>	<b>\$ 3,994,414</b>	<b>\$ 478,420</b>	<b>\$ 36,124,296</b>	<b>\$ 19,885,227</b>	<b>\$ 270,125,542</b>	<b>\$ 71,100,298</b>	<b>\$ 341,225,840</b>	<b>\$ 11,039,881</b>	<b>\$ 12,095,462</b>	<b>\$ 353,321,302</b>

(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 of \$3,994,414

Source: Carroll County Department of the Comptroller.



**Projected Statement of Direct and Enterprise  
Fund Bonded  
Debt Issued and Outstanding  
As of June 30, 2021 (1)(2)(3)**

<u>Direct Bonded Debt</u>	<b>Principal Date of Issue</b>	<b>Issued</b>	<b>Outstanding (4)</b>
Volunteer Fire Dept Project Bonds	12/01/05	2,900,000	-
Consolidated Public Improvement Refunding Bonds	11/13/07	6,670,000	-
Consolidated Public Improvement Series D Bonds	10/21/10	19,649,128	-
Consolidated Public Improvement Bonds	11/10/11	18,750,000	875,000
Consolidated Public Improvement Refunding Bonds	11/08/12	16,220,345	1,330,358
Consolidated Public Improvement Bonds	11/08/12	21,460,000	2,150,000
Consolidated Public Improvement Bonds	11/14/13	26,000,000	4,005,000
Consolidated Public Improvement Bonds	11/13/14	15,000,000	10,500,000
Consolidated Public Improvement Refunding Bonds	11/13/14	52,576,682	33,908,439
Consolidated Public Improvement Bonds	11/19/15	28,000,000	20,785,000
Consolidated Public Improvement Refunding Bonds	11/19/15	6,015,081	2,527,840
Consolidate Public Improvement Bonds	11/10/16	14,000,000	11,200,000
Consolidated Public Improvement Refunding Bonds	11/10/16	6,138,285	-
Consolidated Public Improvement Bonds	11/01/18	25,000,000	22,500,000
Consolidated Public Improvement Bonds	11/05/19	30,000,000	28,500,000
Consolidated Public Improvement Refunding Bonds	11/05/19	39,797,184	37,405,524
Consolidated Public Improvement Bonds	12/03/20	20,000,000	20,000,000
Consolidated Public Improvement Refunding Bonds	12/03/20	33,989,958	33,989,959
<b>Installment Purchase Agreements:</b>			
Installment Purchase Agreements	7/1/01-6/30/02	396,000	396,000
Installment Purchase Agreements	7/1/02-6/30/03	530,930	530,930
Installment Purchase Agreements	7/1/03-6/30/04	100,000	100,000
Installment Purchase Agreements	7/1/04-6/30/05	2,179,934	2,179,934
Installment Purchase Agreements	7/1/05-6/30/06	1,346,000	1,346,000
Installment Purchase Agreements	7/1/06-6/30/07	2,584,000	2,584,000
Installment Purchase Agreements	7/1/08-6/30/09	2,215,126	1,013,914
Installment Purchase Agreements	7/1/09-6/30/10	4,662,430	4,662,430
Installment Purchase Agreements	7/1/10-6/30/11	13,115,500	13,115,500
Installment Purchase Agreements	7/1/12-6/30/13	445,320	445,320
Installment Purchase Agreements	7/1/14-6/30/15	3,475,344	3,475,344
Installment Purchase Agreements	7/1/15-6/30/16	473,924	473,924
Installment Purchase Agreements	7/1/16-6/30/17	1,303,000	1,303,000
Installment Purchase Agreements	7/1/18-6/30/19	887,000	887,000
Installment Purchase Agreements	7/1/19-6/30/20	1,024,000	1,024,000

Installment Purchase Agreements	7/1/20-6/30/21	2,587,000	2,587,000
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**Farmers Home Administration:**

Watershed Bond — 1972	06/01/72	769,700	43,921
Watershed Bond — 1974	07/01/74	253,000	40,727
Watershed Bond — 1979	09/02/80	<u>678,800</u>	<u>245,064</u>
		<u>\$ 421,193,671</u>	<u>\$ 266,131,128</u>

**Enterprise Fund Bonded Debt**

Consolidated Public Improvement Bonds Series D	10/21/10	13,742	-
Consolidated Public Improvement Refunding Bonds	11/08/12	198,549	21,428
Consolidated Public Improvement Refunding Bonds	11/13/14	5,446,058	3,848,458
Consolidated Public Improvement Refunding Bonds	11/19/15	2,978,549	1,251,736
Consolidated Public Improvement Refunding Bonds	11/10/16	56,307	-
Consolidated Public Improvement Refunding Bonds	11/05/19	902,816	829,476
Consolidated Public Improvement Refunding Bonds	12/03/20	6,738	6,738
Water Quality Loan — MD Dept. of the Environment	03/22/00	532,680	-
Solid Waste	11/13/14	406,860	63,104
Solid Waste	11/19/15	191,370	80,423
Solid Waste	11/10/16	91,589	-
Septage	11/08/12	62,391	13,214
Airport	11/13/01	2,200,000	110,000
Airport	10/21/10	27,130	-
Airport	11/08/12	18,715	-
Airport	11/10/16	63,819	-
Airport - Draw Down Bond	05/01/19	4,802,001	4,802,001
Airport	12/03/20	13,303	13,303
		<u>\$ 18,012,617</u>	<u>\$ 11,039,881</u>
		<u>\$ 439,206,288</u>	<u>\$ 277,171,009</u>

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

(a) Capital Lease Agreements of \$3,994,414

(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.

(3) Does not include Bonds offered herein and the refunding of the Refunded Bonds.

(4) Outstanding 2020 projected from beginning balance of principle payments in NTE-6-21 workbook

Source: Carroll County Department of the Comptroller.

**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>
2021 (4)	\$266,131,128	168,104	\$21,203,694,000	1,583.13	1.26%
2020	267,977,820	168,063	20,578,536,000	1,594.51	1.30
2019	267,213,151	168,015	20,125,090,540	1,590.41	1.33
2018	268,176,804	167,997	19,595,053,827	1,596.32	1.37
2017	295,668,445	167,924	19,098,609,701	1,708.92	1.55
2016	309,180,614	167,887	18,733,020,866	1,790.24	1.65

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

	<u>Bonded Debt (2) (3)</u>	<u>Estimated Population</u>	<u>Assessed Value</u>	<u>Bonded Debt Per Capita</u>	<u>Bonded Debt to Assessed Value</u>
2021 (4)	\$277,171,009	168,104	\$21,203,694,000	1,648.81	1.31%
2020	280,497,954	168,063	20,578,536,000	1,669.00	1.36
2019	281,687,535	168,015	20,125,090,540	1,676.56	1.40
2018	279,595,362	167,997	19,595,053,827	1,664.29	1.43
2017	309,048,384	167,924	19,098,609,701	1,786.25	1.62
2016	324,624,173	167,887	18,733,020,866	1,879.67	1.73

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

(2) Does not include Bonds offered herein or the refunding of the Refunded Bonds.

(3) 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.

(4) Unaudited.

Source: Carroll County Department of the Comptroller.

**THE COUNTY COMMISSIONERS OF CARROLL COUNTY**  
**Westminster, Maryland**

**Computation of the Projected Legal Debt Margin**  
**As of June 30, 2021**

Net assessed value- Real Property	\$ 20,545,594,000	
Debt limit - 6% of net total assessed value (1)		\$ 1,232,735,640
Assessed Value-Personal Property	<u>658,100,000</u>	
Debt limit- 15% of net assessed value (1)		<u>98,715,000</u>
Debt Limit- (6%/15%) of net assessed value		1,331,450,640
Amount of debt applicable to debt limit:		
Total Bonded Debt	\$ 277,171,009	
Less- Agricultural Preservation Program Self Supporting Debt	36,124,296	
Less- Fire Company Loans- Self Supporting Debt	0	
Less - Bureau of Utilities bonds	5,957,836	
Less - Septage bonds	13,214	
Total amount of debt applicable to debt limit		<u>235,075,663</u>
Legal debt margin		<u><u>\$ 1,096,374,977</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  
2012-2021

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
2012	19,813,576,019	6%/15%	1,248,709,194	292,937,714	955,771,480	23.46%
2013	18,789,765,921	6%/15%	1,175,305,137	287,113,093	888,192,044	24.43%
2014	18,514,343,538	6%/15%	1,158,193,261	286,486,025	871,707,236	24.74%
2015	18,495,548,665	6%/15%	1,159,503,407	273,161,300	886,342,107	23.56%
2016	18,733,020,866	6%/15%	1,174,512,828	272,857,221	901,655,607	23.23%
2017	19,098,609,701	6%/15%	1,199,599,196	258,522,314	941,076,882	21.55%
2018	19,595,053,527	6%/15%	1,232,388,106	231,870,818	1,000,517,288	18.81%
2019	20,125,090,540	6%/15%	1,254,193,231	235,052,602	1,019,140,629	18.74%
2020	20,681,485,860	6%/15%	1,300,249,667	236,498,333	1,063,751,334	18.19%
2021	21,203,694,000	6%/15%	1,331,450,640	235,075,663	1,096,374,977	17.66%

# *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*, requiring implementation by June 30, 2011. This GASB standard does not affect the calculation of fund balance, but fundamentally alters the various components used to report it. Fund balance is now divided as follows:

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

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

*Restricted* funds can be used only 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.

**Schedule of Changes in Net Assets  
Proprietary Funds**

**Business-type Activities - Enterprise Funds**

	<b>Solid Waste Fund</b>	<b>Utilities Fund</b>	<b>Airport Fund</b>	<b>Septage Fund</b>	<b>Firearms Fund</b>	<b>CCFN Fund</b>	<b>Total Enterprise Funds</b>
<b>Net Assets - beginning FY 21</b>	<b>\$5,231,341</b>	<b>\$103,156,414</b>	<b>\$9,628,911</b>	<b>\$4,021,717</b>	<b>\$798,958</b>	<b>\$13,754,653</b>	<b>\$136,591,994</b>
FY 21 Projected Oper Rev, Non-Oper Rev, Capital Contributions & Transfers In	9,575,810	21,626,710	1,228,650	1,090,400	160,000	424,310	34,105,880
FY 21 Projected Oper Exp, Non-Oper Exp & Transfers Out	(9,575,810)	(21,626,710)	(1,120,280)	(1,090,400)	(314,140)	(424,310)	(34,151,650)
<b>Net Assets - ending FY 21</b>	<b>\$5,231,341</b>	<b>\$103,156,414</b>	<b>\$9,737,281</b>	<b>\$4,021,717</b>	<b>\$644,818</b>	<b>\$13,754,653</b>	<b>\$136,546,224</b>
FY 22 Projected Oper Rev, Non-Oper Rev, Capital Contributions & Transfers In	37,266,570	20,625,316	3,291,840	1,137,500	177,530	2,289,900	64,788,656
FY 22 Projected Oper Exp, Non-Oper Exp & Transfers Out	(37,266,570)	(20,625,316)	(948,520)	(1,137,500)	(177,530)	(1,449,080)	(61,604,516)
<b>Net Assets - ending FY 22</b>	<b>\$5,231,341</b>	<b>\$103,156,414</b>	<b>\$12,080,601</b>	<b>\$4,021,717</b>	<b>\$644,818</b>	<b>\$14,595,473</b>	<b>\$139,730,364</b>
<b>Percent Change from FY 21 to FY 22</b>	<b>0.0%</b>	<b>0.0%</b>	<b>19.4%</b>	<b>0.0%</b>	<b>0.0%</b>	<b>5.8%</b>	<b>2.3%</b>



## Schedule of Changes in Fund Balance Governmental Fund Types

	General Fund	Capital Fund	Other Governmental Funds	Total Governmental Funds
FY 2021 Revenues/other sources	432,861,793	81,102,034	19,317,756	533,281,583
Bond proceeds, premium, and redemption	0	0	0	0
Non-Cash Notes	0	0	0	0
FY 2021 Expenditures/other uses	(403,940,000)	(81,102,034)	(19,317,756)	(504,359,790)
<b>Fund Balance - FY 2021</b>	<b>\$149,082,257</b>	<b>\$39,280,121</b>	<b>\$3,127,359</b>	<b>\$191,489,737</b>
FY 2022 Revenues/other sources	432,823,076	100,893,583	19,317,756	553,034,415
Bond proceeds, premium, and redemption	0	0	0	0
Non-Cash Notes	0	0	0	0
FY 2022 Expenditures/other uses	(474,184,330)	(100,893,583)	(19,317,756)	(594,395,669)
<b>Fund Balance - FY 2022</b>	<b>\$107,721,003</b>	<b>\$39,280,121</b>	<b>\$3,127,359</b>	<b>\$150,128,483</b>
Percent Change from FY 2021 to FY 2022	-38.4%	0.0%	0.0%	-27.6%

## Schedule of Changes in Fund Balance General Fund

	Actual for 6/30/20 Audited - CAFR	Projected for 6/30/21 as of 5/26/21	Projected for 6/30/22
<b><u>Beginning Fund Balance</u></b>	<b>\$117,550,515</b>	<b>\$127,588,310</b>	<b>\$156,510,103</b>
Revenues	416,715,259	432,861,793	429,290,170
Expenditures	-407,992,339	-403,940,000	-474,184,330
GO Bond Proceeds, Premium, and Redemption	1,314,875	0	0
<b>Projected Ending Fund Balance</b>	<b>\$127,588,310</b>	<b>\$156,510,103</b>	<b>\$111,615,943</b>
<b><u>Nonspendable</u></b>			
Inventory	1,663,235	1,663,235	1,663,235
Prepaid Expenses	7,540,582	7,652,631	7,652,631
Loans for Economic Development	4,355,917	4,321,781	4,321,781
Loans to Volunteer Fire Companies	7,957,704	7,694,213	7,694,213
Loans to Municipalities	149,037	149,037	149,037
Loans to CCPL	0	500,000	500,000
Advances to Industrial Development Authority	612,910	612,910	612,910
Due from other Governmental Funds	4,921,289	4,704,624	2,483,718
<b>Total Nonspendable</b>	<b>27,200,674</b>	<b>27,298,431</b>	<b>25,077,525</b>
<b><u>Restricted</u></b>			
Weed Control Future Equipment Purchases	196,306	196,306	196,306
Agricultural Preservation Payables	33,459,133	32,839,854	32,839,854
Loans Collectible Within One Year	1,050,013	0	0
Farmers & Merchants - Collateral	230,000	230,000	230,000
<b>Total Restricted</b>	<b>34,935,452</b>	<b>33,266,160</b>	<b>33,266,160</b>
<b><u>Committed</u></b>			
Stabilization Fund	20,940,467	23,709,217	23,709,217
<b>Total Committed</b>	<b>20,940,467</b>	<b>23,709,217</b>	<b>23,709,217</b>
<b><u>Assigned</u></b>			
Appropriation of Prior Year Unassigned Fund Balance	9,239,647	61,118,640	23,946,552
Community Media Center/CCPL	2,203,308	1,703,308	637,308
Encumbrances	2,709,794	1,459,112	1,459,112
<b>Total Assigned</b>	<b>14,152,749</b>	<b>64,281,059</b>	<b>26,042,971</b>
<b><u>Unassigned</u></b>			
Unassigned	30,358,968	7,955,236	3,520,070
<b>Total Unassigned</b>	<b>30,358,968</b>	<b>7,955,236</b>	<b>3,520,070</b>
<b><u>Summary</u></b>			
<b>Ending Fund Balance</b>	<b>127,588,310</b>	<b>156,510,103</b>	<b>111,615,943</b>
Less: Nonspendable	(27,200,674)	(27,298,431)	(25,077,525)
Less: Restricted	(34,935,452)	(33,266,160)	(33,266,160)
Less: Committed	(20,940,467)	(23,709,217)	(23,709,217)
Less: Assigned	(14,152,749)	(64,281,059)	(26,042,971)
<b>Current Year Unassigned</b>	<b>\$30,358,968</b>	<b>\$7,955,236</b>	<b>\$3,520,070</b>

Fund Balance

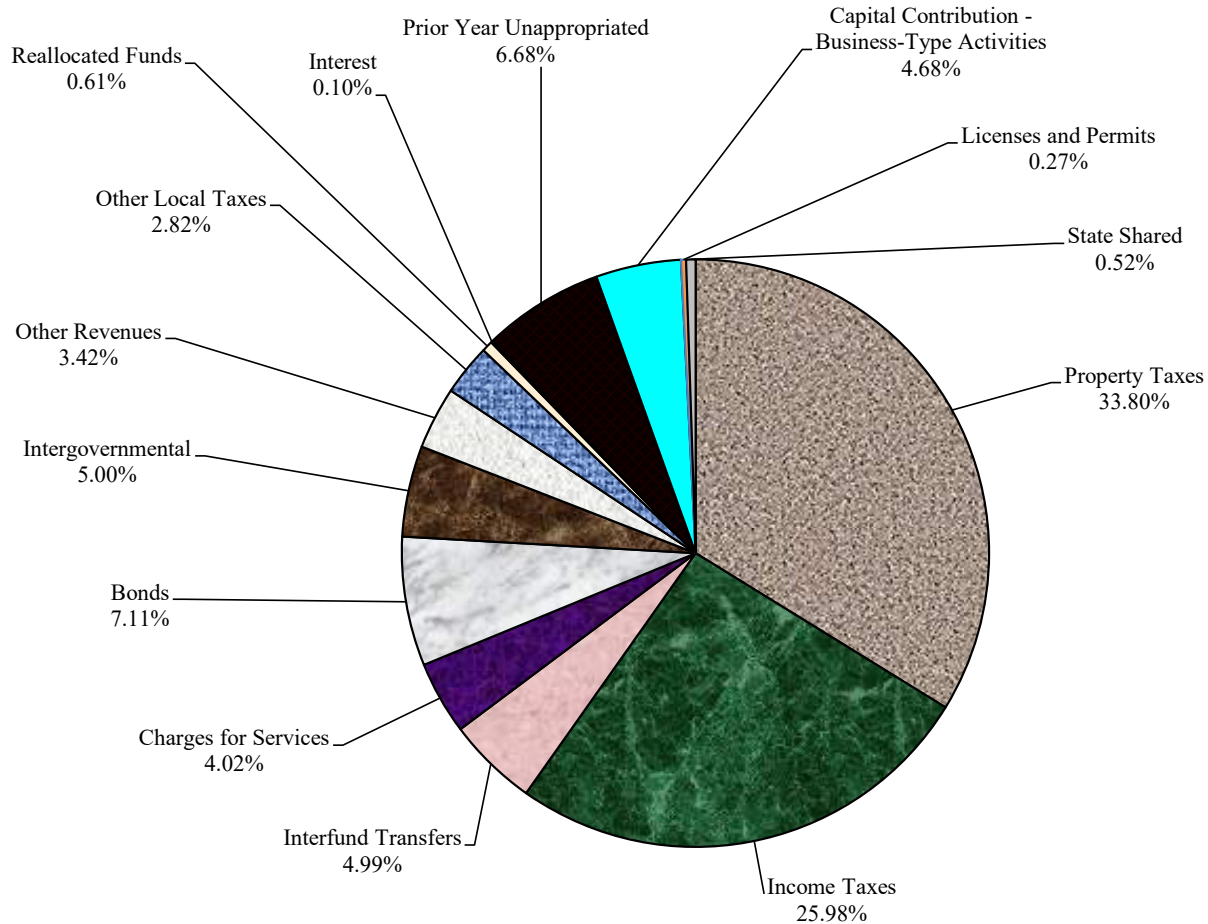
# *Total Budget Summary*



# All Funds Sources - By Category

**Fiscal Year 2022 Budget**

**\$681,635,278**

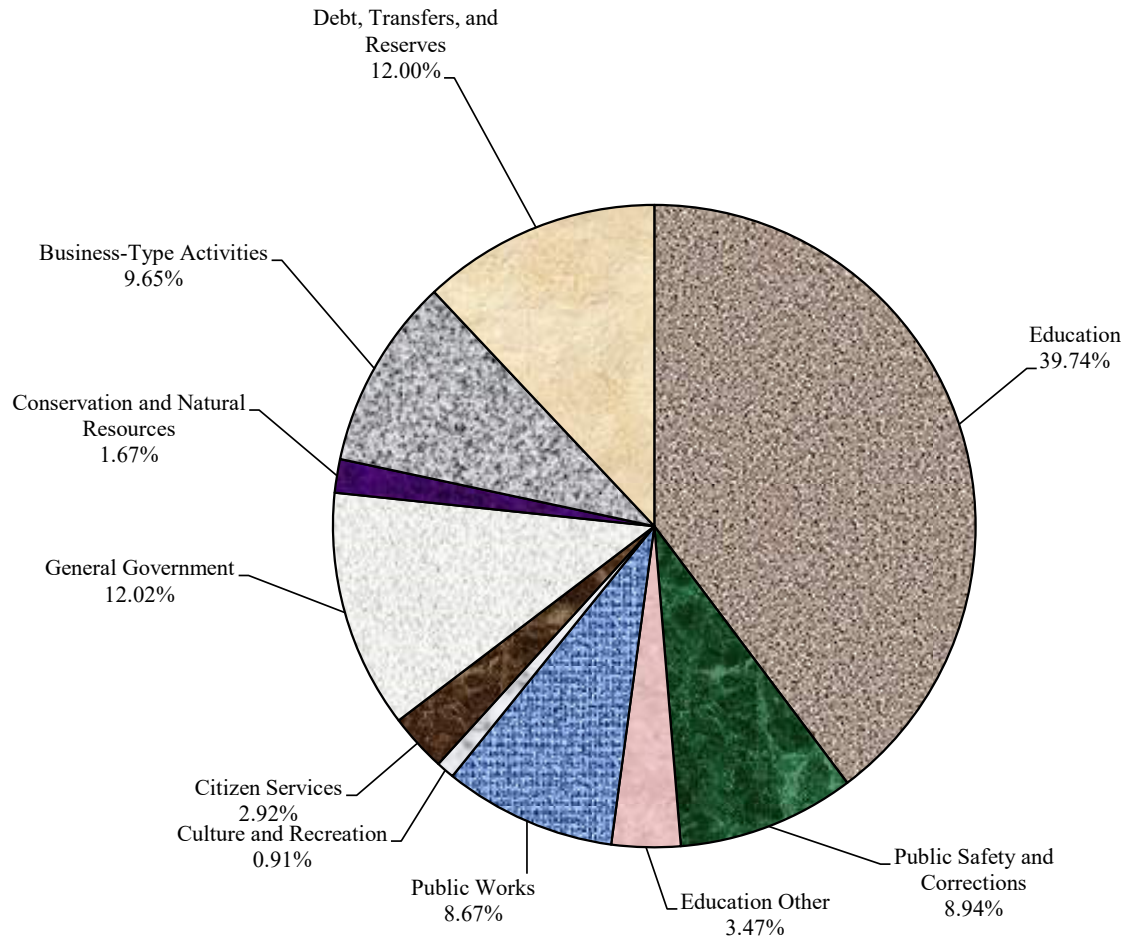


Category	FY 20 Actuals	FY 21 Budget	Change from FY 20	FY 22 Budget	Change from FY 21
Property Taxes	\$218,894,050	\$225,175,733	2.9%	\$230,421,265	2.3%
Income Taxes	172,211,973	166,994,009	-3.0%	177,118,700	6.1%
Interfund Transfers	47,020,910	19,973,215	-57.5%	34,030,287	70.4%
Charges for Services	24,422,759	29,565,010	21.1%	27,397,760	-7.3%
Bonds	0	43,525,891	100.0%	48,448,990	11.3%
Intergovernmental	24,354,074	28,501,666	17.0%	34,072,332	19.5%
Other Revenues	21,209,778	20,703,738	-2.4%	23,333,521	12.7%
Other Local Taxes	23,605,885	17,385,000	-26.4%	19,215,000	10.5%
Reallocated Funds	4,654,150	2,421,464	-48.0%	4,138,643	70.9%
Interest	9,184,518	872,210	-90.5%	648,390	-25.7%
Prior Year Unappropriated	11,198,439	4,211,947	-62.4%	45,525,010	980.9%
Capital Contribution - Business-Type Activities	6,693,643	4,796,000	-28.3%	31,907,680	565.3%
Licenses and Permits	5,055,365	1,986,650	-60.7%	1,823,700	-8.2%
State Shared	912,146	5,156,700	465.3%	3,554,000	-31.1%
<b>Total</b>	<b>\$569,417,691</b>	<b>\$571,269,234</b>	<b>0.3%</b>	<b>\$681,635,278</b>	<b>19.3%</b>

# All Funds Uses - By Category

**Fiscal Year 2022 Budget**

**\$681,635,278**

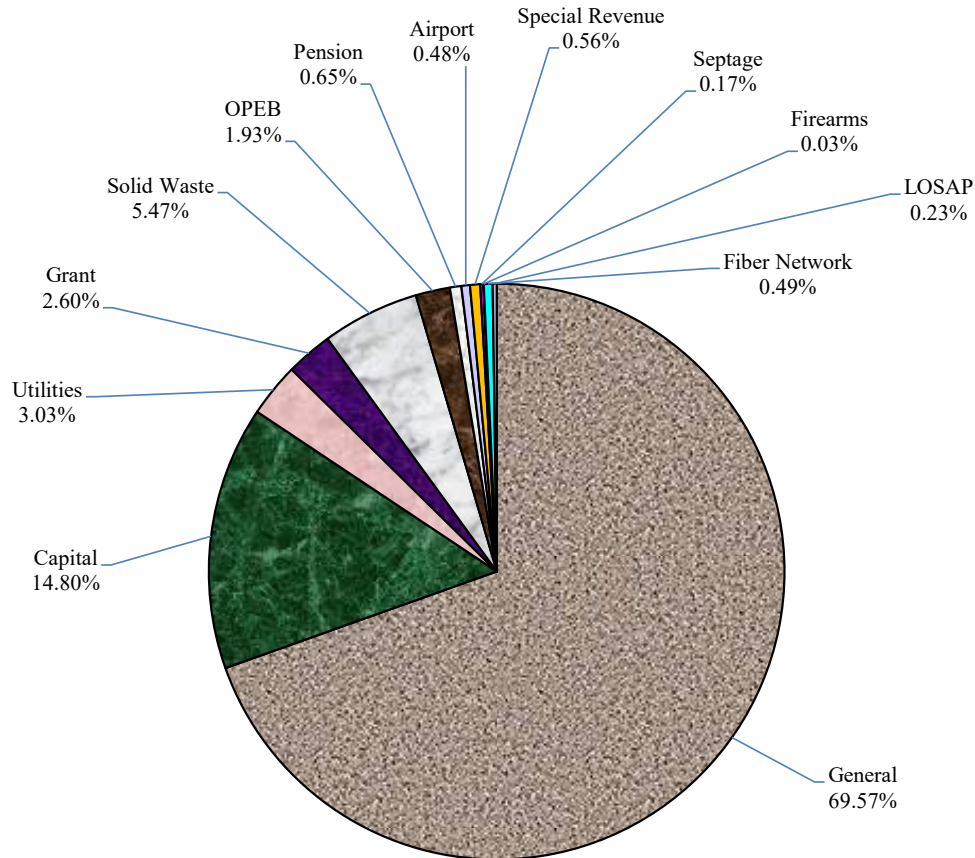


<u>Category</u>	FY 20 Actual	FY 21 Budget	Change from FY 20	FY 22 Budget	Change from FY 21
Education	\$225,084,567	\$257,218,592	14.3%	\$270,876,366	5.3%
Public Safety and Corrections	66,228,123	53,520,280	-19.2%	60,928,850	13.8%
Education Other	28,233,678	21,110,380	-25.2%	23,628,730	11.9%
Public Works	40,752,113	48,699,240	19.5%	59,098,330	21.4%
Culture and Recreation	6,666,257	5,030,270	-24.5%	6,229,930	23.8%
Citizen Services	20,911,337	19,599,680	-6.3%	19,922,022	1.6%
General Government	47,095,017	79,625,334	69.1%	81,908,447	2.9%
Conservation and Natural Resources	15,341,433	9,188,750	-40.1%	11,402,687	24.1%
Business-Type Activities	26,439,185	34,260,020	29.6%	65,811,336	92.1%
Debt, Transfers, and Reserves	40,570,849	43,016,688	6.0%	81,828,580	90.2%
<b>Total</b>	<b>\$517,322,559</b>	<b>\$571,269,235</b>	<b>10.4%</b>	<b>\$681,635,278</b>	<b>19.3%</b>

# All Funds Uses - By Fund

**Fiscal Year 2022 Budget**

**\$681,635,278**



<u>Fund</u>	FY 20 Actual	FY 21 Budget	Change from FY 20	FY 22 Budget	Change from FY 21
General	\$405,289,255	\$417,140,000	2.9%	\$474,184,330	13.7%
Capital	52,169,777	81,102,035	55.5%	100,893,583	24.4%
Utilities	14,496,857	21,626,710	49.2%	20,625,316	-4.6%
Grant	19,785,251	17,654,760	-10.8%	17,732,519	0.4%
Solid Waste	9,260,302	9,575,810	3.4%	37,266,570	289.2%
OPEB	6,863,878	13,216,510	92.6%	13,159,840	-0.4%
Pension	3,106,305	4,313,550	38.9%	4,422,320	2.5%
Airport	951,760	1,228,650	29.1%	3,291,840	167.9%
Special Revenue	2,724,773	3,184,360	16.9%	3,846,350	20.8%
Septage	1,152,877	1,090,400	-5.4%	1,137,500	4.3%
Firearms	137,399	314,140	128.6%	177,530	-43.5%
Fiber Network	439,990	424,310	-3.6%	3,312,580	680.7%
LOSAP	944,135	398,000	-57.8%	1,585,000	298.2%
<b>Total</b>	<b>\$517,322,559</b>	<b>\$571,269,235</b>	<b>10.4%</b>	<b>\$681,635,278</b>	<b>19.3%</b>

# All Funds Budget

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The All Funds Budget consists of thirteen funds. When appropriations are transferred from one fund to another, the appropriation is recorded in both. This creates double counting of appropriations and artificially increases the All Funds Budget. For example, in FY 22, \$13.5M of General Fund dollars is transferred to the Capital Fund to provide paygo funding to the Community Investment Plan (CIP). This is reflected in the General Fund as an Interfund Transfer to Capital of \$13.5M and in the Capital Fund as revenue of \$13.5M. To capture the total budget without the double-counted appropriations, certain transfers and reappropriations of funds from prior years (listed below) need to be netted out of the All Funds Budget.

All Funds – FY 22	<b>\$681,635,278</b>
Double-Counted Appropriations:	
Prior Year Unappropriated	\$41,361,254
Current Year Surplus	3,532,906
Transfer from Capital to General Fund for Board of Education Debt Service	9,963,700
Interfund Transfers from General Fund	49,032,780
Other Post-Employment Benefits	13,159,840
County and Certified Law Enforcement Pension	4,422,320
Reallocated Transfer from the General Fund	104,533
Reallocated Bonds	3,502,210
Reallocated Utilities User Fees	757,681
Special Revenue Fund – Hotel Tax	410,020
Length of Service Awards Program	1,585,000
Reallocated Watershed Protection and Restoration Fund Balance	2,667,550
Total Double-Counted Appropriations	130,499,794
Net All Funds Budget	<b>\$551,135,484</b>



## All Funds Revenue Summary

All Funds revenue is projected to be \$681.6M in FY 22 with 59.8% of this amount coming from Property Taxes and Income Tax. Total revenue is \$110.2M, or 19.3%, above FY 21. The total budget is increasing primarily due to the use of prior year unappropriated reserve for one-time capital improvements to County infrastructure.

Revenue In Millions	FY 20 Budget	Percent of Total	FY 21 Budget	Percent of Total	FY 22 Budget	Percent of Total
Property Taxes	\$218.9	39.9%	\$225.2	35.9%	\$230.4	33.8%
Income Taxes	163.9	29.9%	167.0	27.5%	177.1	26.0%
Bonds	28.1	5.1%	43.5	5.0%	48.4	7.1%
Charges for Services	25.7	4.7%	29.6	4.3%	27.4	4.0%
Intergovernmental	25.3	4.6%	28.5	4.7%	34.1	5.0%
Interfund Transfers	19.2	3.5%	20.0	4.0%	34.0	5.0%
Other Revenues	21.4	3.9%	20.7	3.7%	23.3	3.4%
Other Local Taxes	19.5	3.6%	17.4	3.1%	19.2	2.8%
Prior Year Unappropriated	9.5	1.7%	4.2	2.0%	45.5	6.7%
Capital Contribution - Business-Type Activities	2.1	0.4%	4.8	7.3%	31.9	4.7%
State Shared	5.2	1.0%	5.2	0.5%	3.6	0.5%
Reallocated Funds	3.4	0.6%	2.4	1.2%	4.1	0.6%
Licenses and Permits	1.7	0.3%	2.0	0.3%	1.8	0.3%
Interest	4.1	0.8%	0.9	0.5%	0.6	0.1%
<b>Total Revenue</b>	<b>\$548.1</b>	<b>100.0%</b>	<b>\$571.4</b>	<b>100.0%</b>	<b>\$681.6</b>	<b>100.0%</b>

Percentages may not add to 100% due to rounding

Following are explanations of each of these revenues. Additional details about 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 33.8% of the total. Property Tax includes twelve separate taxes, credits, and charges; the most significant is Real Property Tax. The Board of County Commissioners reduced Real Property Tax in FY 12 from \$1.048 per one hundred dollars of assessed value to \$1.028, and then to \$1.018 in FY 13.

The Personal Property Tax rate was also lowered in FY 12 from \$2.62 per one hundred dollars of assessed value to \$2.57, and then to \$2.545 in FY 13. The Board of County Commissioners lowered the Personal Property Tax in FY 14 to \$2.515 per one hundred dollars, or a three-cent reduction from FY 13.

In FY 15, the Commissioners issued a Property Tax rebate of \$0.01 per \$100 of assessment, or approximately \$1.8M. The Homestead Tax Credit was significant in recent years, but due to five years of negative reassessments this credit is greatly reduced. This credit is set by the Board of County Commissioners and caps the amount that taxes can increase on a primary residence at 5.0% a year. Property Tax is primarily a General Fund revenue; however, a portion is dedicated to agricultural land preservation.

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

### ***Income Tax***

Second largest revenue at 26.0% 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. 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 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.

### ***Bonds/Notes Proceeds***

Third largest revenue at 7.1% of the total. The County issues general obligation bonds to provide funds for construction of major capital facilities such as libraries, senior centers, and schools. Bonds are obligations of the County for which its full faith and credit are pledged. Principal sources of repayment for the bonds are general revenues of the County including Property Taxes and Income Taxes. Bonds issued for enterprise funds, while still general obligation bonds, are expected to be paid from enterprise fund revenues, such as Area Connection Charges or rents.

Bonds are not budgeted in the same way as other revenues. Debt issued is based on several factors: debt affordability guidelines; our six-year Operating Plan; availability of paygo funds; as well as the need for and timing of capital projects. In FY 22, the Commissioners are using a \$43.6M bond sale to fund capital projects.

### ***Prior and Current Year Surplus***

Fourth largest revenue at 6.7% of the total. This is the amount of revenue in excess of budget, the amount of unspent appropriated dollars and use of prior year surplus. This figure is unusually high in FY 22 due to the use of one-time funding for capital improvements.

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

Fifth largest revenue at 5.0% of the total. The County receives Federal and State funding for several purposes, 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 \$17.7M in various Federal and State funds, including County match of \$0.9M, to support programs such as housing, transit, meals and rental subsidies to the elderly, handicapped, disabled, and low-income citizens.

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 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**

### ***Interfund Transfers***

5.0% of the total. Due to governmental accounting requirements, revenues that are transferred between funds are shown twice. For instance, Hotel Rental Tax originates in the Special Revenue Fund. When Hotel Rental Tax is used, it must be transferred from the Special Revenue Fund to the General Fund. This means that using \$0.1M of Hotel Rental Tax will actually add \$0.2M to the All Funds revenue total. Each fund, Special Revenue and General Fund, will show that \$0.1M. Other interfund revenues do not involve Special Revenues, and include General Fund transfers to Grants, Capital, and Enterprise Funds. The emphasis is on the General Fund as a whole.

### ***Capital Contribution – Business-Type Activities***

4.7% of the total. This category is based on specific and dedicated revenues that are budgeted to capital projects in the enterprise funds. These revenues are based on appropriations budgeted to fund capital projects and do not reflect revenues that are necessarily collected in FY 22.

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

4.0% of the total. 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, septage user fees, tipping fees, and airport rental fees. Trend analysis is used in combination with rate modeling to more accurately determine future revenue streams.

For the General Fund and the Grant Fund, the primary sources of revenue are related to Public Safety and Corrections, Public Works, Recreation, and General Government. Fees come from various sources related to building inspections, permitting and review fees, as well as admission and concessions fees at County parks. 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.

### ***Other Revenues***

3.4% of the total. This group includes revenues from the General, Capital, Grant, Enterprise, 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***

2.8% of the total. This includes Recordation, 911 Fees, Impact Fees, and Admission Fees. Recordation makes up about 90.0% of these fees. Trend analysis, current housing market, and opinions from industry experts are the sources of this budget.

### ***Reallocated Funds***

0.6% of the total. These funds may consist of reallocated bonds, reallocated General Fund transfer, and reallocated Property Taxes. These funds were previously appropriated to projects that either came in under budget or the decision was made not to move forward with the projects. These sources of funding are being reallocated to projects included in the FY 22 budget.

In FY 22, a total of \$4.2M in bonds and current funding is being reallocated for various capital projects, such as road paving. The amount that we can reallocate depends on several 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.

### ***State Shared***

0.5% of the total. The State provides Police Aid, Program Open Space, and Highway User Revenues. These are based on State estimates, as well as our own economic and legislative analysis.

### ***Licenses & Permits***

0.3% of the total. Fees 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.

### ***Interest***

0.1% of the total. The primary source of this revenue is interest earned on investments. The budget is based on economic and monetary analysis, as well as consultation with the County's Investment Officer.



# *Quick Guide to the FY 22 Budget*





# **A Quick Guide to the FY 22 Budget**

## **Department of Management and Budget**

This Quick Guide is intended to serve as a summary of important information and changes, as well as a tool for understanding and locating information in the budget books.

The Recommended, Proposed, and Adopted Budgets are available online at <https://www.carrollcountymd.gov/government/directory/management-budget/bureau-of-budget/>

### **Revenues (87-93, 105-122, 127)**

- The FY 22 Budget increases \$57.0M, or 13.7%, from the FY 21 Budget.
- Positive reassessments in FY 20 – 22, offset by reductions in Business Tax, result in Property Tax revenue growth of 2.2%, or \$5.0M, in FY 22.
- Income Tax increases \$10.4M, or 6.7%. Average growth in distributions is planned at 4.2% in FY 23 to FY 27.
- Prior and Current Year surplus increases \$40.9M.
- Recordation increases \$0.5M, or 3.9%. This revenue is driven by activity in the housing market.

### **Expenditures**

- For comparison purposes, the changes and percentages listed below are presented without benefits for the General Fund.
- A 5.55% salary increase is included for County personnel in FY 22.

### **General Fund:**

#### **Carroll County Public Schools Summary (133-138)**

- County funding to Carroll County Public Schools (CCPS) is up \$7.2M, or 3.63%, from FY 21. One-time funding of \$1M is included for bonuses.

#### **Education Other Summary (139-147)**

- Carroll Community College increases \$91,650, or 0.9%. One-time funding of \$0.2M was included in FY 21.
- Carroll County Public Library increases \$564,170, or 6.0%, for a 3.55% salary increase.
- Community Media Center decreases \$15,000, or 2.3%, to reflect actual revenue collection levels.

#### **Public Safety and Corrections Summary (149-184)**

- Public Safety 911 increases \$0.7M, or 12.6%, due to one-time costs for Motorola Software User Agreement and eight Emergency Communication Specialist positions.
- Total Sheriff's Office increases \$2.0M, or 10.0%, for an enhanced salary plan, prescription costs, and one-time positions costs associated with converting five positions to a Digital Records Unit. The Digital Records Unit is contingent upon receiving grant funding for cameras. These costs are partially offset by employee turnover and a

reduction in positions due to a mid-year conversion to a contractual food service provider at the Detention Center.

- State's Attorney's Office increases \$0.6M, or 18.6%, for seven additional positions associated with a Digital Evidence Unit. The Digital Evidence Unit is contingent upon receiving grant funding for cameras.
- VESA/EMS combined funding includes an ongoing increase of 3.0%.
- Net New Funding for Fire and EMS begins in FY 22 to fund the transition to County EMS services, previously provided by volunteer associations throughout the County.

#### **Public Works Summary (185-201)**

- Public Works increases \$1.5M, or 4.2%, due to the prepayment of 10-year lease for North Carroll High, partially offset by employee turnover and reduced building maintenance, and replacement vehicle purchases for Fire/EMS. A portion of Transit Administration will be paid using Transit CARES grant funding through FY 24.

#### **Citizen Services Summary (203-231)**

- Total Citizen Services decreases \$0.3M, or 14.3%, due to a Health Department grant covering Recovery Support Services expenses.
- Citizen Services – Non-Profits increases \$0.2M, or 4.2%, which includes additional funding for Youth Services Bureau's substance abuse treatment program.

#### **Recreation and Culture Summary (209-223)**

- Historical Society increases by \$20,000, or 33.3%, due to one-time funding for COVID relief.

#### **General Government Summary (251-319)**

- County Attorney decreases \$73,570, or 11.5%, due to a position transfer, employee turnover and a reduction in outside legal fees.
- Total Human Resources increases \$1.1M, or 6.6%, due to three additional positions associated with the Fire/EMS transition in Human Resources Administration, health benefit costs, and health benefits for additional positions.
- Technology Services increases \$0.5M, or 10.3%, due to new digital evidence management system for Sheriff's Office and State's Attorney's Office, virtual meeting software, and renewal of multi-year software maintenance, partially offset by lower backup system and virtual servers maintenance.
- Board of Elections increases \$0.3M, or 17.2%, due to employee turnover, an increase in state billing, and two additional state positions.
- Not in Carroll includes \$0.3M to combat drug abuse and provide additional resources for drug prevention, treatment, prosecution, and enforcement.
- County Commissioners decreases \$47,070, or 5.5%, due to the elimination of a position.

#### **Debt, Transfers, and Reserves Summary (329-336)**

- Debt Service decreases \$3.3M, or 14.9%, due to retiring more debt than new issuance, bond refunding, and lower interest rates.

- Agricultural Land Preservation Debt Service increases \$0.4M, or 23.7%, due to new Installment Purchase Agreement (IPA) easement purchased in FY 20 and a one-time principal payment of \$0.2M.
- Intergovernmental Transfers, or Town-County Agreements, increases \$36,560, or 1.1%, due to inflation, population, and State Aid for Fire.
- Interfund Transfers increases \$38.5M, or 90.8%, due to increases in the Transfer to Capital Fund for one-time projects and the Transfers to Airport, Fiber Network and Solid Waste. These are partially offset by a reduction in the Transfer to the Grant Fund due to CARES funding covering the Transit grants.
- The Reserve for Contingencies is generally set at 1% of General Fund revenues.

#### **Enterprise Funds (361-406)**

- Airport increases \$2.3M, or 233.4%, due to an increase in the General Fund transfer.
- Fiber Network increases \$1.9M, or 439.7%, due to an increase in the General Fund transfer to cover accumulated cash deficit.
- Firearms Facility decreases \$0.1M, or 44.5%, due to one-time projects in FY 21.
- Solid Waste increases \$2.4M, or 24.7%, due to an increase in recycling and waste transfer costs.
- Utilities increases \$0.5M, or 3.9%, due to an increase in the Transfer to Capital.

#### **Other Funds:**

#### **Grant Fund Summary (407-427)**

- Overall, every \$1.00 of County match/contribution brings in approximately \$18.40 of grant funding.

#### **OPEB Fund Summary (429)**

- The OPEB Fund decreases \$0.1M, or 0.4%, based on new actuarial information. This is partially offset by costs associated with additional positions.

#### **Pension Fund Summary (432)**

- The overall Pension Fund increases \$0.1M, or 2.5%, based on new actuarial information and the costs associated with additional positions.

#### **LOSAP Fund Summary (434)**

- LOSAP increases \$1.2M in FY 22 including \$1.0M in one-time funding to reduce the unfunded liability.

#### **Special Revenue Fund (435)**

- Hotel Rental Tax decreases \$4,590, or 1.1%.

#### **Watershed Protection and Restoration Fund (436)**

- The Watershed Protection and Restoration Fund increases \$0.6M, or 23.9%, due to debt service, additional cash funding for capital projects, and personnel costs.



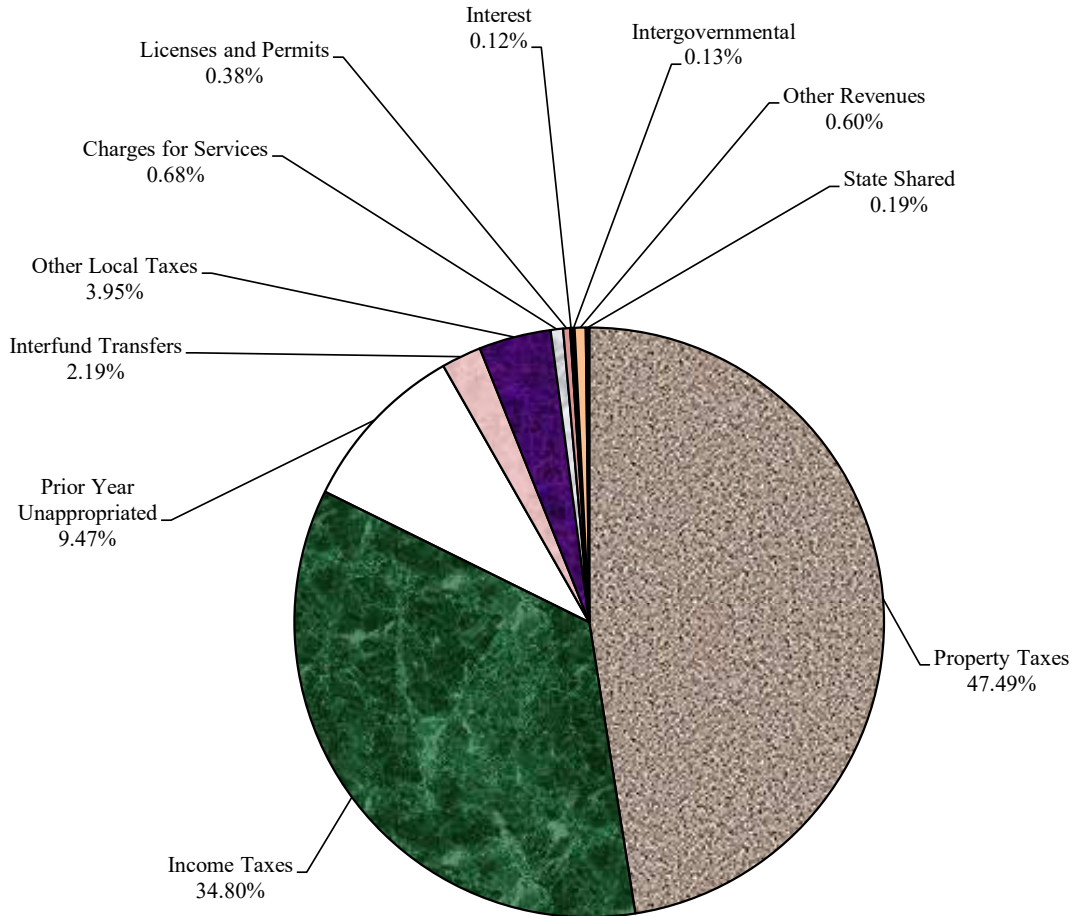
# *General Fund Appropriations*



# General Fund Sources - By Category

**Fiscal Year 2022 Budget**

**\$474,184,330**

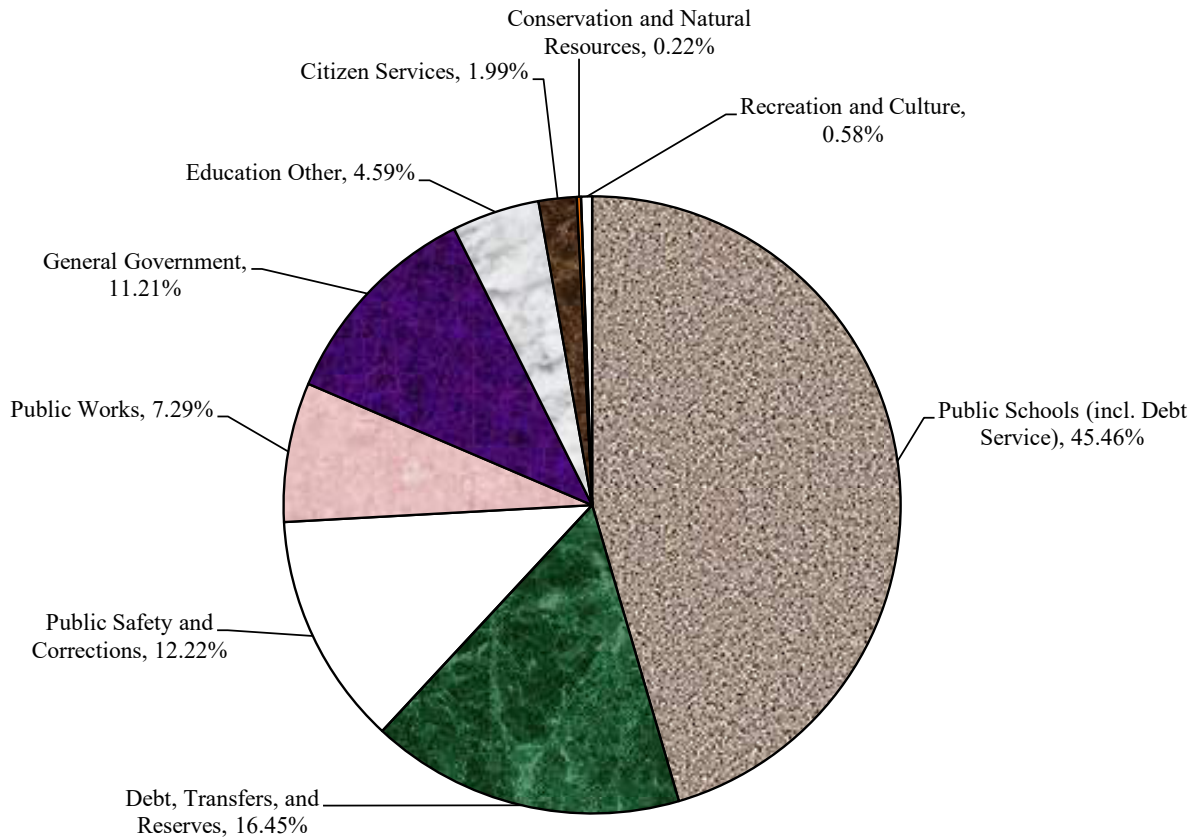


<u>Category</u>	FY 20 Actuals	FY 21 Budget	Change from FY 20	FY 22 Budget	Change from FY 21
Property Taxes	\$213,532,690	\$220,266,083	3.2%	\$225,213,820	2.2%
Income Taxes	156,556,339	154,622,849	-1.2%	165,000,000	6.7%
Prior Year Unappropriated	9,281,447	3,978,208	-57.1%	44,894,160	1028.5%
Interfund Transfers	10,538,255	10,873,160	3.2%	10,373,720	-4.6%
Other Local Taxes	18,521,290	16,765,000	-9.5%	18,740,000	11.8%
Charges for Services	3,280,298	4,407,842	34.4%	3,209,290	-27.2%
Licenses and Permits	1,641,925	1,986,645	21.0%	1,823,700	-8.2%
Interest	3,022,461	577,700	-80.9%	575,090	-0.5%
Intergovernmental	1,080,221	803,362	-25.6%	598,600	-25.5%
Other Revenues	7,399,135	1,989,151	-73.1%	2,855,950	43.6%
State Shared	912,146	870,000	-4.6%	900,000	3.4%
<b>Total</b>	<b>\$425,766,207</b>	<b>\$417,140,000</b>	<b>-2.0%</b>	<b>\$474,184,330</b>	<b>13.7%</b>

# General Fund Uses - By Category

**Fiscal Year 2022 Budget**

**\$474,184,330**



<u>Category</u>	FY 20 Actuals	FY 21 Budget	Change from FY 20	FY 22 Budget	Change from FY 21
Public Schools (incl. Debt Service)	\$207,933,891	\$208,611,732	0.3%	\$215,581,560	3.3%
Debt, Transfers, and Reserves	37,846,076	39,832,328	5.2%	77,982,230	95.8%
Public Safety and Corrections	62,520,959	50,300,840	-19.5%	57,927,370	15.2%
Public Works	29,112,441	33,051,240	13.5%	34,568,480	4.6%
General Government	25,414,606	51,109,840	101.1%	53,150,350	4.0%
Education Other	28,233,678	21,110,380	-25.2%	21,762,730	3.1%
Citizen Services	10,003,225	9,461,420	-5.4%	9,450,870	-0.1%
Conservation and Natural Resources	1,173,181	1,030,750	-12.1%	1,023,260	-0.7%
Recreation and Culture	3,051,198	2,631,470	-13.8%	2,737,480	4.0%
<b>Total</b>	<b>\$405,289,255</b>	<b>\$417,140,000</b>	<b>2.9%</b>	<b>\$474,184,330</b>	<b>13.7%</b>



# General Fund Revenue Analysis

Carroll County's General Fund receives revenues from over 120 sources including taxes, permit fees, State aid, user fees, and investment income. Typically, 90% of revenue comes from Total Property and Income Taxes, however, due to the use of prior year unappropriated reserve, the percentage falls to 82.3% in FY 22.

Revenue In Millions	FY 21 Budget	Percent of Total	FY 21 Revised Forecast	Percent of Total	FY 22 Budget	Percent of Total	Cumulative Percent of Total
Real Property	\$204.0	48.9%	\$204.0	46.7%	\$209.7	44.2%	44.2%
Railroad and Public Utilities	8.0	1.9%	8.0	1.8%	8.0	1.7%	45.9%
Total Business	8.2	2.0%	8.2	1.9%	7.5	1.6%	47.5%
<b>Total Property</b>	<b>220.3</b>	<b>52.8%</b>	<b>220.3</b>	<b>50.4%</b>	<b>225.2</b>	<b>47.5%</b>	<b>47.5%</b>
Income Tax	154.6	37.1%	170.2	39.0%	165.0	34.8%	82.3%
Recordation Tax	13.0	3.1%	19.0	4.3%	13.5	2.8%	85.1%
Investment Income	0.2	0.0%	0.4	0.1%	0.2	0.0%	85.2%
Cable Franchise Fee	1.7	0.4%	1.7	0.4%	1.7	0.4%	85.5%
911 Service Fee	1.8	0.4%	1.8	0.4%	3.4	0.7%	86.2%
Building Permits	0.8	0.2%	0.8	0.2%	0.8	0.2%	86.4%
<b>Total Major Revenues</b>	<b>392.3</b>	<b>94.0%</b>	<b>414.1</b>	<b>94.8%</b>	<b>409.8</b>	<b>86.4%</b>	<b>86.4%</b>
Other Annual Revenues	10.0	2.4%	7.8	1.8%	9.2	1.9%	88.3%
<b>Total Annual Revenues</b>	<b>402.3</b>	<b>96.4%</b>	<b>421.9</b>	<b>96.6%</b>	<b>418.9</b>	<b>88.3%</b>	<b>88.3%</b>
Other Revenues	14.9	3.6%	14.9	3.4%	55.3	11.7%	100.0%
<b>Total Revenue</b>	<b>\$417.1</b>	<b>100.0%</b>	<b>\$436.8</b>	<b>100.0%</b>	<b>\$474.2</b>	<b>100.0%</b>	<b>100.0%</b>

Percentages may not add to 100% due to rounding

## Top General Fund Revenues

### *Real Property Tax*

Largest Revenue Source at 44.2% 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 to \$1.018. In FY 15 the Commissioners adopted a \$.01 per \$100 of assessed value Property Tax rebate. Each year the State reassesses one group, resulting in a complete reassessment of the County every three years. The Homestead Tax Credit, set by the County Commissioners, limits annual tax bill increases to no more than 5.0% each year. Only primary residences are eligible for this credit. Decreased assessments, regardless of the property type, are fully applied in the first year. The total of the assessed values of local property is the County's assessable base, which can change through reassessment and the loss or gain of buildings and personal property.

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

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

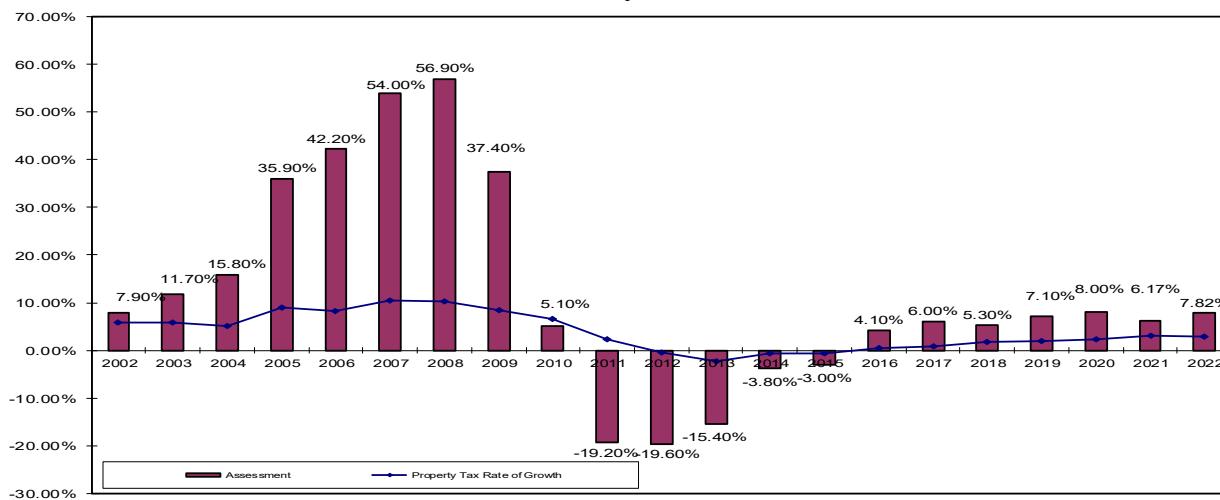
The booming real estate market of the early 2000s began to cool down in 2006, and by 2008 the market had slowed significantly. However, primarily due to the impact of the Homestead Tax Credit, and to a lesser extent growth in reassessments, Property Tax revenue remained fairly strong through FY 10. However,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

The Homestead Tax Credit limits tax increases for owner-occupied residential properties during times of high assessment growth. This cap was originally established in FY 96 at 10% 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 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 5.0%.

The hope for a fairly steady growth pattern in Carroll was undercut by sharp decreases in assessments in all three Groups. From FY 11 to FY 13, reassessments dropped 19.2%, 19.6%, and 15.4%, respectively. FY 14 and FY 15 saw drops in reassessments of 3.8% and 3.0%. This combination of negative reassessments resulted in almost all of the Homestead Tax credit reserves being eliminated. These negative reassessments, combined with a \$0.02 Real Property Tax rate reduction in FY 12, and a \$0.01 reduction in FY 13, resulted in a decrease in tax revenue in FY 15. FY 16 showed the first positive reassessment in six years at 4.1%. FY 17 - 22 also showed positive reassessment of 6.0%, 5.3%, 7.1%, 8.0%, 6.17%, and 7.82% respectively, resulting in growth in Real Property Tax revenue. The expectation for FY 22 – 26 is to see modest assessment growth of 2.0% – 3.0%.

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

**Carroll County Assessments**



## *Income Tax*

Second Largest Revenue Source at 34.8% 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.

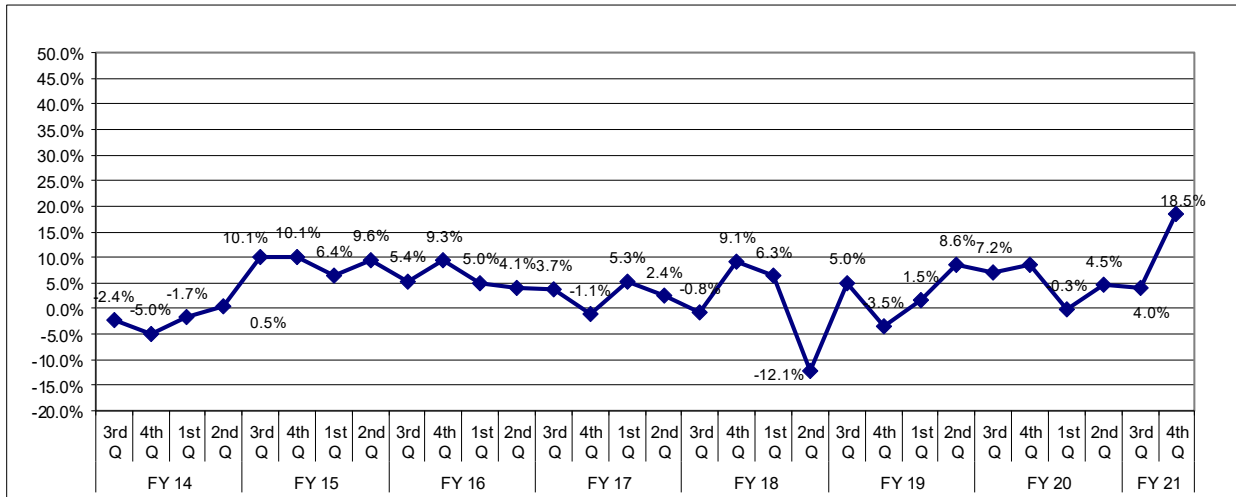
Income Tax is primarily General Fund revenue; however, 9.09% of Income Tax is traditionally dedicated to the Capital Budget for school construction and debt service. The Commissioners reduced the percentage of Income Tax going to school capital and debt to 7.09% in FY 16 through FY 17, 7.59% in FY 18, and to 8.09% in FY 19, with dedicated funding returning to 9.09% in FY 20. The difference resulting from the reduction 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 22 is budgeted at \$165.0M, which is \$10.4M, or a 6.71% increase over the FY 21 Budget of \$154.6M. The growth is a result of the Tax Cuts and Job Act. Historically, Carroll's growth has been higher than the State-wide average due to income levels above the State-wide average, and Carroll's unemployment rate lower than the state-wide average.

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

Recordation Tax is calculated on the value of recorded mortgages, deeds, and other documents conveying title or creating liens on real and personal property. Recordation revenue is directly affected by the economy and housing market.

Recordation spiked in the middle part of the 2000s due to low interest rates, strong housing demand, and rapidly rising home values. This revenue reached an all-time high of \$22.8M in FY 06. However, with the struggling housing market, recordation plummeted from the high in FY 06 to a bottom of \$7.7M in FY 11. FY 22 is projected to grow 3.85% over FY 21 to \$13.5M and is projected at \$13.0M for FY 21.

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.

	2018	2019	2020	% Change from 2019
Sold Dollar Volume	\$820.5M	\$847.1M	\$1064.1M	25.6%
Average Sold Price	\$337,925	\$347,469	\$380,253	9.4%
Units Sold	2,428	2,423	2,800	15.6%
Average Days on Market	71	43	35	(18.6%)

Source: [http://www.getsmartcharts.com/statistics#carroll\\_county\\_md\\_county/reports](http://www.getsmartcharts.com/statistics#carroll_county_md_county/reports)

## ***Ordinary Business***

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. FY 22 is budgeted at \$7.5M, slightly lower than FY 21, which is forecast at \$8.2M. Commercial and manufacturing inventory, manufacturing machinery, farm implements, and livestock are exempt from local taxation. Ordinary business is influenced by the economy and growth in the commercial/industrial base. State provided assessment estimates can be accessed at <http://dat.maryland.gov/Pages/Assessable-Base-Report.aspx>.

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

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

In Carroll County, approximately 80% of these collections come from two utility companies: BGE and Verizon. Railroad and public utilities revenue is anticipated to come in at \$8.0M for FY 20, remaining flat at \$8.0M in FY 22 to FY 27. The State of Maryland assessment estimates can be accessed at <http://dat.maryland.gov/Pages/Statistics-Reports.aspx>.

## ***Investment Income***

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

This revenue budget is based on a combination of factors. First, a trend analysis is performed on historical portfolio balances and interest rates. Second, planned capital construction projects are reviewed to determine when tax dollars appropriated are likely to be spent. This helps in determining if the portfolio balance may experience a material change beyond what the trend analysis reflects. Third, current market conditions are reviewed and Federal Reserve pronouncements are monitored in order to determine the expected interest rate.

During FY 08 the housing market slowed dramatically. The Federal Reserve reacted by lowering the federal funds rate from 5.25% to 2.00%. During FY 09, as the economy continued to

struggle, the rate was lowered several more times. Ultimately it reached the 0.0% – 0.25% target range. The Federal Reserve first raised interest rates in December 2015 to 0.25% – 0.5%. Recent Federal Reserve interest rate hikes occurred quarterly from December 2017 to December 2018 bringing the interest rates to between 2.25% – 2.5%.

Since the FY 20 budget, there have been significant reductions in rates. As a result of these rate reductions, short-term investment rates dropped. Callable investments were called early. Short-term investments were reinvested at lower rates while longer term investments haven't earned much more. These dramatic decreases have directly impacted our investment income. In FY 07 and 08 we collected \$8.6M. This amount dropped to \$4.0M in FY 09 followed by \$1.4M in FY 10 and \$1.1M in FY 11. In FY 21, investment income is projected at \$0.4M to correspond with the reduction of interest rates from the Federal Reserve. FY 22 is budgeted at \$0.2M and is based primarily on maintaining the current portfolio.

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

The State of Maryland requires all counties to have an operational enhanced 911 system. During the FY 22 process, the Board of County Commissioners voted to increase the monthly service fee from \$0.75 to \$1.50 on all telephones, both cellular and landlines. MD State legislation was passed, effective July 1, 2019, which applies a fee to each separate outbound call voice channel capacity, instead of each account. FY 22 revenue is projected at \$3.4M, an increase of \$1.6M from FY 21.

### ***Cable Franchise Fee***

The County charges a fee to Comcast for the ability to provide cable services in Carroll County. This fee is equal to five percent of specific categories of annual cable gross revenues. Forty percent of this amount is dedicated to funding the Community Media Center for Public, Educational, and Government programming. As part of the FY 16 budget process, the Commissioners elected to unrestrict the Cable Franchise Fee. Since FY 20, quarterly collections have been coming in lower than planned. The assumed annual revenue growth has been reduced from 5% growth to 0%, or flat at \$1.7M, throughout the plan.

### ***Building Permits***

Building permit fees are collected for construction and modification of residential and commercial/industrial buildings. Until FY 07, building permits generated at least \$1.0M annually; however, 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. FY 21 is forecast at \$0.8M. Based on current trends in the housing market, the budget for FY 22 is \$0.8M.

### ***Other Annual Revenues***

Annual revenues, ranging from licenses to park entrance fees, generate approximately 1.9% of total revenue. Individually, these revenues may experience varying levels of growth or decline. As a whole, revenues have shown slow growth over the past ten years; however, a reduction is planned in FY 22 due to COVID impacts. FY 22 is budgeted at \$9.2M.

### *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 \$40.9M in FY 22, is Prior Year Unappropriated Reserve, which is commonly referred to as the surplus. The second largest component at \$9.9M 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.



# Assessable Base

## Comparison of Maryland Jurisdictions by Property Type

Jurisdiction	FY 19			FY 20			FY 21		
	Commercial/ Industrial	Residential	Agricultural	Commercial/ Industrial	Residential	Agricultural	Commercial/ Industrial	Residential	Agricultural
Baltimore City	43.72%	56.28%	0.00%	43.71%	56.29%	0.00%	45.90%	54.10%	0.00%
Washington	30.83%	64.59%	4.58%	31.00%	64.44%	4.56%	30.63%	64.79%	4.59%
Prince George's	29.91%	69.76%	0.33%	29.46%	70.22%	0.32%	29.08%	70.61%	0.31%
Baltimore	28.45%	70.30%	1.25%	28.48%	70.28%	1.24%	28.64%	70.12%	1.24%
Allegany	27.19%	69.06%	3.75%	27.08%	69.31%	3.61%	27.39%	68.97%	3.64%
Wicomico	25.48%	69.77%	4.75%	25.35%	69.85%	4.80%	26.96%	68.36%	4.69%
Anne Arundel	23.39%	76.00%	0.61%	23.44%	75.95%	0.61%	23.96%	75.44%	0.60%
Montgomery	23.89%	75.77%	0.34%	23.71%	75.97%	0.32%	23.93%	75.74%	0.33%
Howard	23.03%	76.14%	0.83%	23.32%	75.88%	0.80%	23.88%	75.36%	0.76%
Cecil	22.23%	72.38%	5.39%	22.37%	72.21%	5.42%	23.53%	71.13%	5.34%
Frederick	20.12%	75.48%	4.40%	19.95%	75.76%	4.29%	22.31%	73.00%	4.69%
Harford	20.65%	76.57%	2.78%	20.54%	76.75%	2.71%	20.82%	76.49%	2.68%
Somerset	19.80%	69.20%	11.00%	19.86%	69.23%	10.91%	20.33%	68.81%	10.86%
Charles	18.55%	78.94%	2.51%	18.95%	80.74%	0.31%	18.35%	79.22%	2.43%
Dorchester	18.25%	71.77%	9.98%	18.25%	72.04%	9.72%	18.15%	72.36%	9.50%
Worcester	16.65%	81.47%	1.88%	17.12%	81.03%	1.85%	17.55%	80.64%	1.81%
Caroline	15.99%	69.14%	14.87%	15.55%	69.70%	14.76%	15.17%	70.28%	14.55%
St. Mary's	14.06%	80.70%	5.23%	14.38%	80.45%	5.17%	14.31%	80.43%	5.26%
Kent	13.69%	72.62%	13.69%	14.04%	72.49%	13.47%	14.08%	72.54%	13.38%
<b>Carroll</b>	<b>13.15%</b>	<b>82.09%</b>	<b>4.77%</b>	<b>11.53%</b>	<b>83.64%</b>	<b>4.83%</b>	<b>13.80%</b>	<b>81.78%</b>	<b>4.42%</b>
Talbot	12.92%	76.16%	10.92%	14.29%	84.22%	1.49%	12.97%	76.60%	10.43%
Queen Anne's	12.79%	77.58%	9.63%	12.66%	77.85%	9.49%	12.27%	78.35%	9.38%
Calvert	11.24%	86.44%	2.32%	11.41%	88.30%	0.30%	11.19%	86.52%	2.29%
Garrett	10.95%	83.59%	5.46%	10.81%	83.75%	5.44%	10.91%	83.61%	5.48%
State Total	24.73%	73.62%	1.65%	24.68%	73.88%	1.43%	25.04%	73.36%	1.60%

Numbers may not add to 100% due to rounding  
Source: State Department of Assessments and Taxation, AIMS 2 Report  
Chart Ranked by FY 21 Commercial/Industrial Assessable Base

# General Fund Operating Revenues

Revenue	FY 20 Actuals	FY 21 Budget	FY 22 Budget	Increase (Decrease)	% Change
Real Property Tax	\$197,170,596	\$204,294,797	\$210,131,180	\$5,836,383	2.86%
Homestead Tax Credit	(474,932)	(598,800)	(722,060)	(123,260)	20.58%
Property Tax Rebate	(118)	0	0	0	0.00%
Senior Tax Credit	0	(20,000)	(10,000)	10,000	-50.00%
Taxes - Discounts	(868,291)	(860,000)	(880,000)	(20,000)	2.33%
Penalty and Interest	744,095	800,000	600,000	(200,000)	-25.00%
Semi-Annual Service Charges	385,820	120,000	200,000	80,000	66.67%
Prior Years Taxes Deferred	904,904	300,000	400,000	100,000	33.33%
Real Property Tax - Prior Year	(35,209)	0	0	0	0.00%
Collections Office - Over/Under	(100)	0	0	0	0.00%
Railroad and Public Utility	8,034,252	8,000,000	8,000,000	0	0.00%
Personal Property Tax	318,260	350,000	350,000	0	0.00%
Ordinary Business Tax	7,353,414	7,880,086	7,144,700	(735,386)	-9.33%
<b>Total Local Property Taxes</b>	<b>\$213,532,690</b>	<b>\$220,266,083</b>	<b>\$225,213,820</b>	<b>\$4,947,737</b>	<b>2.25%</b>
<b>Income Tax</b>	<b>\$156,556,339</b>	<b>\$154,622,849</b>	<b>\$165,000,000</b>	<b>\$10,377,151</b>	<b>6.71%</b>
Recordation Fee	\$14,840,846	\$13,000,000	\$13,500,000	\$500,000	3.85%
Cable Franchise Fee	1,663,153	1,665,000	1,665,000	0	0.00%
911 Service Fee	1,766,038	1,750,000	3,400,000	1,650,000	94.29%
Admissions	251,253	350,000	175,000	(175,000)	-50.00%
<b>Other Local Taxes</b>	<b>\$18,521,290</b>	<b>\$16,765,000</b>	<b>\$18,740,000</b>	<b>\$1,975,000</b>	<b>11.78%</b>
State Aid - Police Protection	\$912,146	\$870,000	\$900,000	\$30,000	3.45%
<b>Total State Shared Taxes</b>	<b>\$912,146</b>	<b>\$870,000</b>	<b>\$900,000</b>	<b>\$30,000</b>	<b>3.45%</b>
Heavy Equipment Tax	\$157,947	\$125,000	\$80,000	(\$45,000)	-36.00%
Beer, Wine, Liquor Licenses	153,023	210,000	160,000	(50,000)	-23.81%
Amusements	0	0	0	0	0.00%
Traders Licenses	116,710	135,000	68,000	(67,000)	-49.63%
Mobile Home Licenses	71,861	62,000	62,000	0	0.00%
Animal Licenses	44,084	50,000	45,000	(5,000)	-10.00%
Building Permits	521,948	787,000	799,600	12,600	1.60%
Plumbing Licenses	25,920	35,000	26,000	(9,000)	-25.71%
Marriage Licenses	26,540	21,670	31,000	9,330	43.05%
Electrical Licenses	30,340	40,000	31,000	(9,000)	-22.50%
Utility Construction Permits	32,970	34,000	34,000	0	0.00%
Electrical Permits	208,906	223,000	223,000	0	0.00%
Grading Permits	21,831	25,000	25,000	0	0.00%
Use and Occupancy Certificates	23,965	28,000	28,000	0	0.00%
Zoning Certificates/Ordinances	1,600	2,100	2,100	0	0.00%
Plumbing Permits	183,955	188,000	188,000	0	0.00%
Reinspection Fees	3,125	2,875	3,000	125	4.35%
Kennel Licenses	17,200	18,000	18,000	0	0.00%
<b>Total Licenses and Permits</b>	<b>\$1,641,925</b>	<b>\$1,986,645</b>	<b>\$1,823,700</b>	<b>(\$162,945)</b>	<b>-8.20%</b>

# General Fund Operating Revenues

Revenue	FY 20 Actuals	FY 21 Budget	FY 22 Budget	Increase (Decrease)	% Change
State Aid - Fire Protection	\$388,287	\$388,600	\$388,600	\$0	0.00%
Bond Interest Subsidy	469,305	172,635	0	(172,635)	-100.00%
Grand and Petit Jury Reimbursements	38,040	52,000	20,000	(32,000)	-61.54%
Circuit Court Master Reimbursement	184,589	190,127	190,000	(127)	-0.07%
<b>Total Intergovernmental</b>	<b>\$1,080,221</b>	<b>\$803,362</b>	<b>\$598,600</b>	<b>(\$204,762)</b>	<b>-25.49%</b>
Lien Certification	\$198,875	\$190,000	\$190,000	\$0	0.00%
Data Processing Services	2,195	2,000	2,200	200	10.00%
Hearing Fees - Board of Zoning Appeals	16,735	15,000	15,000	0	0.00%
Copy Fees	11,258	15,695	10,000	(5,695)	-36.29%
Health Department	43,705	44,000	44,000	0	0.00%
Hearing Fees - Zoning Administration	4,675	11,000	11,000	0	0.00%
<b>Total General Government</b>	<b>\$277,444</b>	<b>\$277,695</b>	<b>\$272,200</b>	<b>(\$5,495)</b>	<b>-1.98%</b>
Sheriff Salary Recovery	\$66,062	\$33,710	\$33,710	\$0	0.00%
Sheriff Fees	102,729	111,000	107,620	(3,380)	-3.05%
Detention Center	168,233	203,000	185,140	(17,860)	-8.80%
Inspection Fees - Roads	4,118	65,000	50,000	(15,000)	-23.08%
Inspection Fees - Development Review	1,556	10,000	6,000	(4,000)	-40.00%
Detention Center - Commissary	54,372	45,000	31,600	(13,400)	-29.78%
Detention Center - Work Release	29,179	45,000	23,075	(21,925)	-48.72%
Detention Center - Home Detention	10,807	16,500	14,650	(1,850)	-11.21%
Citations	13,520	8,000	8,000	0	0.00%
Inspection Fees - Fire Safety	33,352	98,000	72,000	(26,000)	-26.53%
Detention Center - Juvenile Transport	17,551	20,000	11,700	(8,300)	-41.50%
Sex Offender Registry	28,000	28,000	17,000	(11,000)	-39.29%
Sheriff Training Academy	61,525	91,500	60,000	(31,500)	-34.43%
Sheriff Academy Recovery (Housing)	16,705	0	22,000	22,000	100.00%
Circuit Court Annex - Rent and Heat	12,994	12,995	12,995	0	0.00%
<b>Total Public Safety</b>	<b>\$620,704</b>	<b>\$787,705</b>	<b>\$655,490</b>	<b>(\$132,215)</b>	<b>-16.78%</b>
Vehicle Maintenance	\$378,080	\$415,000	\$275,000	(\$140,000)	-33.73%
Road Maintenance	33,485	110,000	59,000	(51,000)	-46.36%
Development Review Fees	154,152	492,000	492,000	0	0.00%
Fuel Recovery	479,103	600,000	365,000	(235,000)	-39.17%
Stormwater/Environmental Review Fees	52,582	36,000	66,000	30,000	83.33%
Engineering Review Fees	18,360	18,000	45,000	27,000	150.00%
Flood Plain Review Fees	1,000	2,000	2,000	0	0.00%
Forest Conservation Review Fees	8,875	18,000	12,000	(6,000)	-33.33%
Weed Control	68,780	71,580	71,580	0	0.00%
<b>Total Public Works</b>	<b>\$1,194,416</b>	<b>\$1,762,580</b>	<b>\$1,387,580</b>	<b>(\$375,000)</b>	<b>-21.28%</b>

# General Fund Operating Revenues

Revenue	FY 20 Actuals	FY 21 Budget	FY 22 Budget	Increase (Decrease)	% Change
Bear Branch Programs	\$18,341	\$18,000	\$9,000	(\$9,000)	-50.00%
Dog Park Memberships	10,590	8,000	11,500	3,500	43.75%
Farm Museum Admissions	9,823	15,300	9,800	(5,500)	-35.95%
Farm Museum Concessions	14,499	40,000	15,000	(25,000)	-62.50%
Farm Museum Special Events	25,556	55,000	25,000	(30,000)	-54.55%
Farm Museum Sponsors	29,750	35,000	30,000	(5,000)	-14.29%
Farm Museum Weddings	31,170	40,000	34,000	(6,000)	-15.00%
Farm Museum Wine Festival	277,079	285,000	0	(285,000)	-100.00%
Hashawha Concessions	1,801	1,500	1,500	0	0.00%
Hashawha Fees	197,946	250,000	125,000	(125,000)	-50.00%
Hashawha General Public Programs	12,020	12,020	12,020	0	0.00%
Hashawha Outdoor School Meals	104,548	170,000	85,000	(85,000)	-50.00%
Hashawha School Programs	4,669	15,000	7,500	(7,500)	-50.00%
Park Facility Rental	810	5,600	5,600	0	0.00%
Pavilion and Facility Rentals	25,476	60,000	60,000	0	0.00%
Piney Run Admissions	209,370	180,000	200,000	20,000	11.11%
Piney Run Boat Rentals	90,080	70,000	100,000	30,000	42.86%
Piney Run Concessions	8,071	9,200	9,200	0	0.00%
Piney Run Council Sponsorship	(575)	0	0	0	0.00%
Piney Run Nature Camp	10,259	75,000	50,000	(25,000)	-33.33%
Piney Run Nature Center Concessions	1,112	2,300	800	(1,500)	-65.22%
Piney Run Nature Center Facility Rental	1,691	2,000	1,000	(1,000)	-50.00%
Piney Run Nature Center Programs	1,221	5,500	3,500	(2,000)	-36.36%
Piney Run Programs	(624)	6,000	2,500	(3,500)	-58.33%
Piney Run School Groups	2,033	5,300	2,500	(2,800)	-52.83%
Recreation and Parks Program Fees	184	18,000	18,000	0	0.00%
Sports Complex Advertisement	0	1,000	5,000	4,000	400.00%
Sports Complex Concessions	204	204	1,600	1,396	684.31%
Sports Complex Rent/Lighting	18,088	58,000	30,000	(28,000)	-48.28%
Sports Complex Tournament Fees	0	25,000	27,000	2,000	8.00%
<b>Total Recreation</b>	<b>\$1,105,191</b>	<b>\$1,467,924</b>	<b>\$882,020</b>	<b>(\$585,904)</b>	<b>-39.91%</b>
Westminster Senior Center Classes	\$6,609	\$10,000	\$0	(\$10,000)	-100.00%
North Carroll Senior Center Classes	19,262	26,900	0	(26,900)	-100.00%
South Carroll Senior Center Classes	23,850	36,650	0	(36,650)	-100.00%
Taneytown Senior Center Classes	815	2,900	0	(2,900)	-100.00%
Mt. Airy Senior Center Classes	9,678	14,000	0	(14,000)	-100.00%
Senior Center Bus Trips	22,329	21,488	12,000	(9,488)	-44.15%
<b>Total Aging</b>	<b>\$82,542</b>	<b>\$111,938</b>	<b>\$12,000</b>	<b>(\$99,938)</b>	<b>-89.28%</b>
Circuit Court Fines	\$22,690	\$30,000	\$25,000	(\$5,000)	-16.67%
Liquor License Fines	11,200	7,200	7,200	0	0.00%
Animal Violation Fines	8,625	10,000	8,000	(2,000)	-20.00%
Humane Society Impound Fees	19,674	19,500	19,500	0	0.00%
Parking Violations	348	348	0	(348)	-100.00%
<b>Total Fines and Forfeits</b>	<b>\$62,536</b>	<b>\$67,048</b>	<b>\$59,700</b>	<b>(\$7,348)</b>	<b>-10.96%</b>

# General Fund Operating Revenues

Revenue	FY 20 Actuals	FY 21 Budget	FY 22 Budget	Increase (Decrease)	% Change
Interest - Miscellaneous Loans	\$17,045	\$10,000	\$10,000	\$0	0.00%
Interest - Fire Company Loans	248,774	105,700	104,190	(1,510)	-1.43%
Investment Income	1,765,288	177,388	184,250	6,862	3.87%
Investment Income - IPA	462,566	462,000	460,900	(1,100)	-0.24%
Unrealized Gains/Losses	528,787	0	0	0	0.00%
Rents and Royalties	6,138,779	335,550	339,050	3,500	1.04%
Cell Tower Rent	47,951	44,007	44,000	(7)	-0.02%
Rent - Family Law	6,600	4,950	4,950	0	0.00%
Advertising - Liquor Licenses	9,000	7,000	7,000	0	0.00%
Jury Duty	242	0	0	0	0.00%
Postage	20,561	28,000	26,000	(2,000)	-7.14%
Equipment Sales	161,546	160,000	160,000	0	0.00%
Purchasing Card Rebate	60,584	60,584	60,000	(584)	-0.96%
Recovery Support Services Provider	8,344	8,344	0	(8,344)	-100.00%
Miscellaneous	113,916	213,280	225,000	11,720	5.50%
Land Sales	0	0	1,000,000	1,000,000	100.00%
<b>Total Other</b>	<b>\$9,589,983</b>	<b>\$1,616,803</b>	<b>\$2,625,340</b>	<b>\$1,008,537</b>	<b>62.38%</b>
Pension Recovery - Enterprise and Grants	\$315,519	\$367,000	\$295,000	(\$72,000)	-19.62%
OPEB Recovery - Enterprise and Grants	420,635	483,000	420,000	(63,000)	-13.04%
State Retirement Recovery - Enterprise and Grants	5,895	6,000	4,000	(2,000)	-33.33%
Health Department Water/Sewer	4,102	5,000	5,000	0	0.00%
Westminster Motorola Revenue Recovery	22,925	22,000	22,000	0	0.00%
<b>Total Cost Recovery</b>	<b>\$769,076</b>	<b>\$883,000</b>	<b>\$746,000</b>	<b>(\$137,000)</b>	<b>-15.52%</b>
<b>Total Annual Revenue</b>	<b>\$405,946,504</b>	<b>\$402,288,632</b>	<b>\$418,916,450</b>	<b>\$16,627,818</b>	<b>4.13%</b>
Prior Year Unappropriated Reserve	\$9,279,947	\$3,950,707	\$41,361,254	\$37,410,547	946.93%
Current Year Surplus	1,500	27,500	3,532,906	3,505,406	12746.72%
Special Revenue Fund: Hotel Rental Tax	312,535	412,000	410,020	(1,980)	-0.48%
Transfer from Capital Fund	10,225,720	10,461,160	9,963,700	(497,460)	-4.76%
<b>Total Operating Revenue</b>	<b>\$425,766,206</b>	<b>\$417,140,000</b>	<b>\$474,184,330</b>	<b>\$57,044,330</b>	<b>13.68%</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.

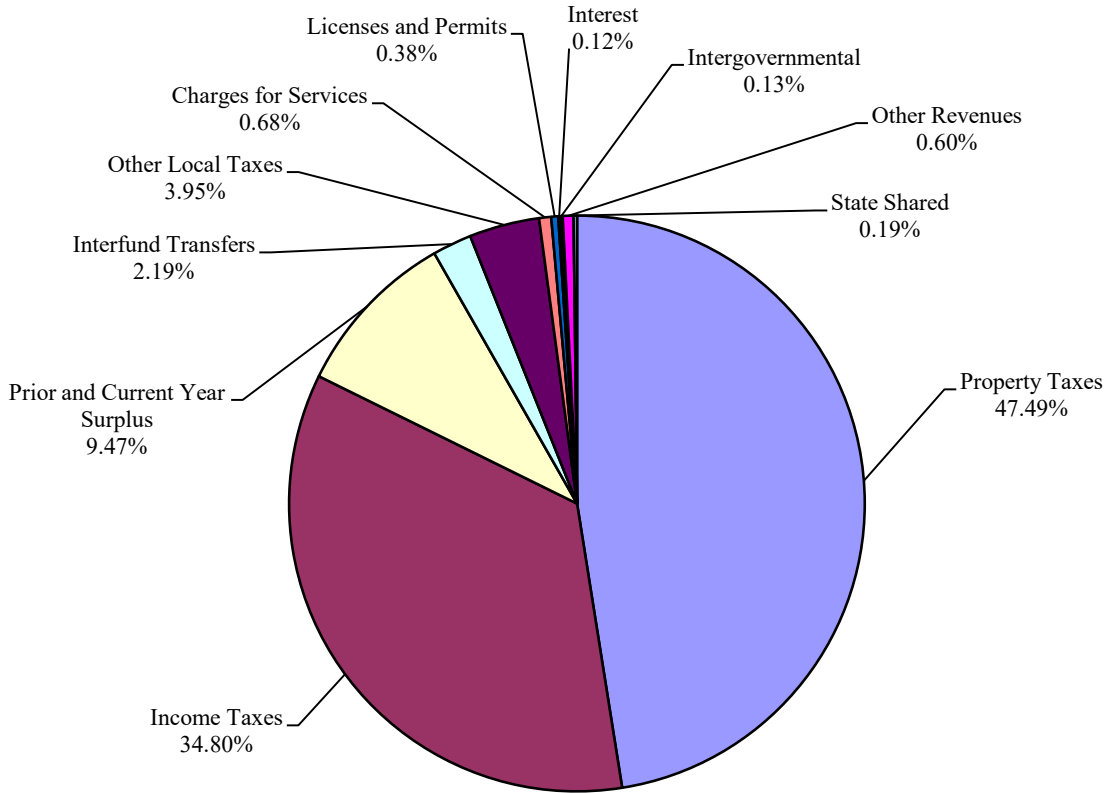
Special Revenue Fund: Hotel Rental Tax      Dedicated Hotel Tax revenue transferred into the General Fund for tourism and promotion of the County.

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

# Operating Budget Revenues

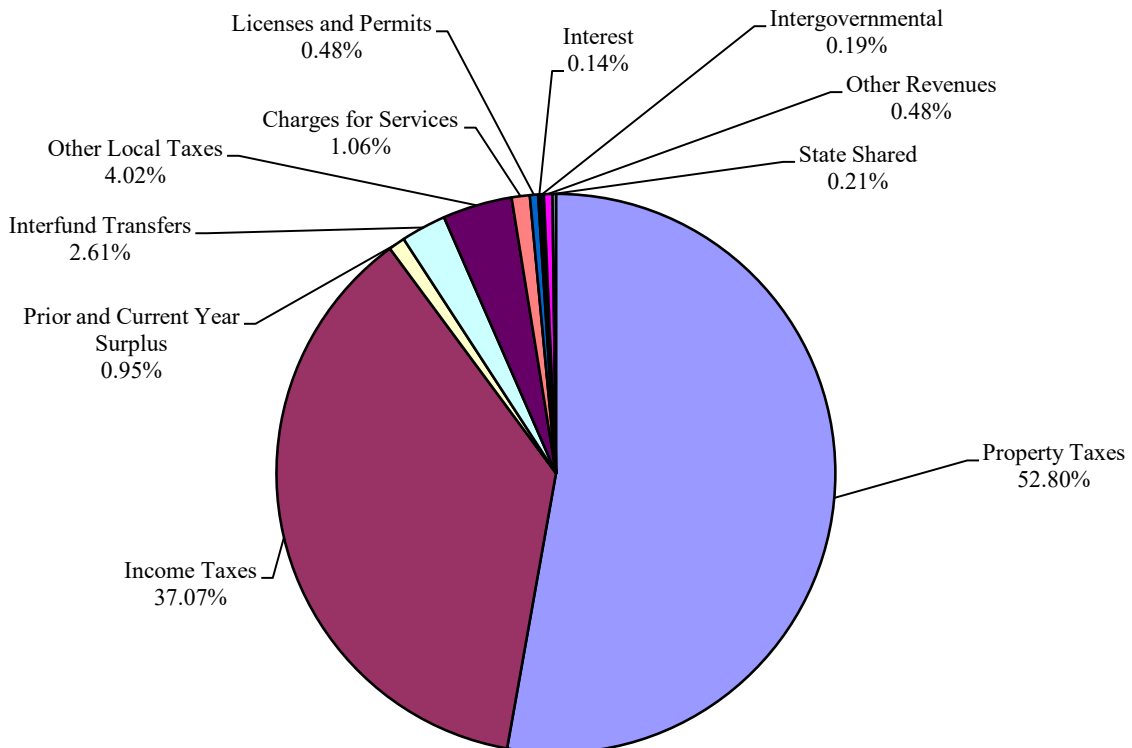
**Fiscal Year 2022 Budget**

**\$474,184,330**



**Fiscal Year 2021 Budget**

**\$417,140,000**



# *Operating Plan*





# Multi-Year Financial Forecasting

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The County maintains a six-year Operating Plan and Community Investment Plan based 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 and to plan for the impact of changes in the economic environment, laws, and regulations.

## **Six-Year Operating Revenue Forecast**

Growth rates for Property Tax, our largest revenue, remain stable throughout the plan, ranging from 2.6 – 2.9%. This is slightly higher than previous projections due to higher than planned reassessment growth of Group 3 in FY 22.

FY 21 Income Tax collections, the County's second largest revenue, are projected to come in \$15.6M above budget due to delayed impacts of the Tax Cuts and Jobs Act of 2017.

In response to recent volatility in distributions and uncertainty of taxpayer behavior, gross Income Tax revenue growth was increased from 5.8% to 6.7% in FY 22.

In FY 21, Investment Income projections were significantly lowered due to interest rate reductions by the Federal Reserve. FY 22 projected Investment Income is slightly higher than the FY 21 budgeted amount in response to current market behavior. Projections in FY 23 – 27 grow at 2%.

Although revenue projections are based on reasonable expectations, if any one or more of the numerous variables change throughout the plan then the outcome will most likely change. The goal with the six-year operating plan is to adjust the plan as new information becomes available.

## **Six-Year Operating Expenditure Forecast**

Projected Operating Plan expenditures are built on assumed growth rates, operating impacts of capital projects, projected debt service on known and planned debt issuance, and expenditures that are non-recurring in nature. General operating expenditures are planned to grow at an assumed annual rate of 3.0%, while personnel increases 5.55% from FY 22 – 25 and 5.0% from FY 26 – 27. Other expenditures, such as employee health benefits, have varying growth rates based on projected annual cost increases. Debt service is calculated by using known debt service amortization schedules and planned debt based on the anticipated timing of capital projects and assumed bond interest rates. Non-recurring costs, such as replacement furniture and equipment, are planned in the year they are expected to occur. The table on the following page provides examples of growth assumptions incorporated into the six-year Operating Plan.

The shift of unanticipated State costs to local government can change our expenditure plan quickly. The goal is to be aware of the potential actions from the State and adjust the plan as information becomes available.

**Operating Impacts of Capital Projects**

Operating impacts of capital projects are included in the Operating Plan. Operating impacts of a capital project are ongoing costs or savings that occur as a result of a capital project. An example of an operating impact is the expenditures that will result from the construction of Public Safety Training Center, including building insurance and general maintenance. In recent years, due to fiscal constraints, the County has focused the Community Investment Plan on maintaining existing infrastructure, such as roads and building maintenance projects.

**Growth Rate Assumptions**

<b>Department/Agency</b>	<b>FY 22 Budget</b>	<b>FY 23 Planned</b>	<b>FY 24 Planned</b>	<b>FY 25 Planned</b>	<b>FY 26 Planned</b>	<b>FY 27 Planned</b>
Salary	5.55%	5.55%	5.55%	5.55%	5.0%	5.0%
General Operating	3.0%	3.0%	3.0%	3.0%	3.0%	3.0%
Board of Education	3.13%	3.13%	3.13%	3.13%	3.0%	3.0%
Employee Health Costs	4.0%	5.5%	5.75%	6.0%	6.25%	6.5%
Risk Management (Workers Compensation)	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Retiree Health Costs	12.0%	12.0%	12.0%	12.0%	12.0%	12.0%
Detention Center (Medical/Food)	3.5%	4.0%	4.0%	4.0%	4.0%	4.0%
Storm Emergencies	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Collections Office	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Independent Post-Audit	3.0%	3.0%	5.0%	3.0%	3.0%	3.0%
Board of Elections	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Youth Services Bureau	9.0%	2.0%	2.0%	2.0%	2.0%	2.0%
Transfer to Grant Fund – Housing	5.0%	5.0%	5.0%	5.0%	5.0%	5.0%
Transfer to Grant Fund – Sheriff’s Office	51.4%	5.0%	5.0%	5.0%	5.0%	5.0%
Transfer to Grant Fund – State’s Attorney’s Office	-2.8%	5.0%	5.0%	5.0%	5.0%	5.0%

## Six-Year Operating Revenue

	FY 22 Budget	FY 23 Planned	FY 24 Planned	FY 25 Planned	FY 26 Planned	FY 27 Planned
<b>Real Property Tax</b>	\$214,926,570	\$221,212,954	\$227,595,266	\$233,816,112	\$240,066,883	\$246,402,271
% Change	2.86%	2.92%	2.89%	2.73%	2.67%	2.64%
<b>Property Tax directly to Capital Fund</b>	(2,539,900)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)	(2,500,000)
<b>Property Tax directly to Stormwater Fund</b>	(2,667,550)	(3,785,957)	(4,240,974)	(4,648,217)	(5,085,366)	(5,520,282)
<b>Railroad and Public Utility</b>	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
% Change	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Total Business Tax</b>	7,494,700	7,569,647	7,645,343	7,721,797	7,799,015	7,877,005
% Change	-8.94%	1.00%	1.00%	1.00%	1.00%	1.00%
<b>Total Property Tax</b>	<b>\$225,213,820</b>	<b>\$230,496,644</b>	<b>\$236,499,635</b>	<b>\$242,389,692</b>	<b>\$248,280,531</b>	<b>\$254,258,994</b>
% Change	2.25%	2.35%	2.60%	2.49%	2.43%	2.41%
<b>Income Tax</b>	\$165,000,000	\$171,901,488	\$179,103,211	\$186,621,004	\$194,468,970	\$202,661,844
% Change	6.71%	4.18%	4.19%	4.20%	4.21%	4.21%
<b>Recordation</b>	13,500,000	14,000,000	14,200,000	14,400,000	14,600,000	14,600,000
% Change	3.85%	3.70%	1.43%	1.41%	1.39%	0.00%
<b>Cable Franchise Fee</b>	1,665,000	1,665,000	1,665,000	1,665,000	1,665,000	1,665,000
% Change	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Building Permits</b>	799,600	810,168	821,053	832,264	843,812	855,360
% Change	1.60%	1.32%	1.34%	1.37%	1.39%	1.37%
<b>911 Service Fee</b>	3,400,000	3,400,000	3,400,000	3,400,000	3,400,000	3,400,000
% Change	94.29%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Investment Income</b>	184,250	187,940	191,699	195,533	199,443	203,432
% Change	3.87%	2.00%	2.00%	2.00%	2.00%	2.00%
<b>Total Major Revenues</b>	<b>\$409,762,670</b>	<b>\$422,461,240</b>	<b>\$435,880,598</b>	<b>\$449,503,493</b>	<b>\$463,457,756</b>	<b>\$477,644,630</b>
% Change	4.46%	3.10%	3.18%	3.13%	3.10%	3.06%
<b>Other Revenues ***</b>	565,090	521,053	487,381	420,077	341,776	286,748
% Change	-23.67%	-7.79%	-6.46%	-13.81%	-18.64%	-16.10%
<b>Tier 2 Revenues *</b>	4,310,790	5,712,567	5,903,944	6,101,062	6,284,094	6,472,617
% Change	-21.41%	32.52%	3.35%	3.34%	3.00%	3.00%
<b>Tier 3 Revenues **</b>	4,277,900	3,840,576	3,898,184	3,956,657	4,016,007	4,076,247
% Change	12.73%	-10.22%	1.50%	1.50%	1.50%	1.50%
<b>Annual Revenues</b>	<b>\$418,916,450</b>	<b>\$432,535,435</b>	<b>\$446,170,107</b>	<b>\$459,981,289</b>	<b>\$474,099,633</b>	<b>\$488,480,242</b>
% Change	4.13%	3.25%	3.15%	3.10%	3.07%	3.03%
<b>Prior Year Unappropriated Reserve</b>	\$41,361,254	\$9,054,886	\$5,068,165	\$13,148,854	\$4,461,701	\$4,599,813
% Change	946.93%	-78.11%	-44.03%	159.44%	-66.07%	3.10%
<b>Current Year Surplus</b>	3,532,906	680,930	1,006,624	2,179,934	1,346,000	2,584,000
% Change	12746.93%	-80.73%	47.83%	116.56%	-38.26%	91.98%
<b>Transfer from Special Revenue Fund</b>	410,020	419,530	432,170	445,370	459,650	489,930
% Change	-0.48%	2.32%	3.01%	3.05%	3.21%	6.59%
<b>Transfer from Capital Fund - Income Tax For Debt Service</b>	9,963,700	12,007,642	13,837,171	14,716,655	15,293,467	15,076,628
% Change	-4.76%	20.51%	15.24%	6.36%	3.92%	-1.42%
<b>Total Revenues</b>	<b>\$474,184,330</b>	<b>\$454,698,424</b>	<b>\$466,514,236</b>	<b>\$490,472,103</b>	<b>\$495,660,452</b>	<b>\$511,230,613</b>
% Change	13.68%	-4.11%	2.60%	5.14%	1.06%	3.14%

\* 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.

\*\*\* Other Revenues include Fire Co Loan Interest and IPA Interest.

# Operating Plan

## Fiscal Years 2022 - 2027

Department/Agency	FY 22 Budget	FY 23 Planned	FY 24 Planned	FY 25 Planned	FY 26 Planned	FY 27 Planned
<b>Public Schools</b>						
Carroll County Public Schools	205,617,860	211,022,400	217,627,400	224,439,140	231,172,320	238,107,480
Carroll County Public Schools Debt Service	9,963,700	12,007,640	13,837,170	14,716,660	15,293,470	15,076,630
<b>Total Public Schools</b>	<b>215,581,560</b>	<b>223,030,040</b>	<b>231,464,570</b>	<b>239,155,800</b>	<b>246,465,790</b>	<b>253,184,110</b>
<b>Education Other</b>						
Cable Regulatory Commission	172,830	181,470	190,550	200,070	210,080	220,580
Carroll Community College	10,698,750	11,019,710	11,350,300	11,690,810	12,041,540	12,402,780
Carroll Community College - Adult Basic Education	284,040	284,040	284,040	284,040	284,040	284,040
Carroll Community College - Entrepreneurship Program	113,300	116,700	120,200	123,810	127,520	131,350
Carroll County Public Library	9,843,810	10,140,700	10,446,550	10,761,640	11,084,490	11,417,020
Community Media Center	650,000	650,000	650,000	650,000	650,000	650,000
<b>Total Education Other</b>	<b>21,762,730</b>	<b>22,392,620</b>	<b>23,041,640</b>	<b>23,710,370</b>	<b>24,397,670</b>	<b>25,105,770</b>
<b>Public Safety and Corrections</b>						
Circuit Court	2,337,880	2,459,470	2,590,610	2,731,360	2,863,180	3,004,100
Circuit Court Magistrates	407,440	430,050	453,740	478,720	502,500	527,460
Orphans Court	61,540	61,600	61,660	61,720	61,960	62,220
Volunteer Community Service Program	194,510	205,060	216,190	227,940	239,130	250,870
<b>Total Courts</b>	<b>3,001,370</b>	<b>3,156,180</b>	<b>3,322,200</b>	<b>3,499,740</b>	<b>3,666,770</b>	<b>3,844,650</b>
Public Safety 911	6,348,930	6,657,980	6,947,190	7,249,480	7,545,720	7,854,720
<b>Total Public Safety 911</b>	<b>6,348,930</b>	<b>6,657,980</b>	<b>6,947,190</b>	<b>7,249,480</b>	<b>7,545,720</b>	<b>7,854,720</b>
Administrative Services	3,440,320	3,571,400	3,711,060	4,455,160	4,610,550	4,788,070
Advocacy and Investigation Center	20,370	20,980	21,610	22,260	26,430	23,720
Corrections	9,117,240	9,472,340	9,850,510	10,276,020	10,655,170	11,080,090
Law Enforcement	13,128,070	13,647,500	14,203,070	14,771,150	15,406,090	15,964,730
Training Academy	71,710	73,860	76,080	78,360	80,710	83,130
<b>Total Sheriff's Office</b>	<b>25,777,710</b>	<b>26,786,080</b>	<b>27,862,330</b>	<b>29,602,950</b>	<b>30,778,950</b>	<b>31,939,740</b>
State's Attorney's Office	4,188,870	4,398,630	4,637,700	4,889,940	5,130,150	5,382,320
<b>Total State's Attorney's Office</b>	<b>4,188,870</b>	<b>4,398,630</b>	<b>4,637,700</b>	<b>4,889,940</b>	<b>5,130,150</b>	<b>5,382,320</b>
Animal Control	964,100	993,020	980,380	1,054,790	1,086,480	1,091,290
EMS 24/7 Services	4,796,900	4,940,810	5,089,030	5,241,700	5,398,950	5,560,920
Fire/EMS Administration	1,906,430	1,967,880	2,031,420	2,097,120	2,163,960	2,233,010
Length of Service Award Program	1,585,000	680,000	730,000	780,000	830,000	880,000
Net New Funding for Fire and EMS	1,970,700	4,139,480	5,899,690	8,194,600	10,720,000	11,285,580
Volunteer Emergency Services Association	7,387,360	7,244,460	7,461,800	7,685,650	7,916,220	8,153,710
<b>Total Public Safety and Corrections Other</b>	<b>18,610,490</b>	<b>19,965,650</b>	<b>22,192,320</b>	<b>25,053,860</b>	<b>28,115,610</b>	<b>29,204,510</b>
<b>Total Public Safety and Corrections</b>	<b>57,927,370</b>	<b>60,964,520</b>	<b>64,961,740</b>	<b>70,295,970</b>	<b>75,237,200</b>	<b>78,225,940</b>
<b>Public Works</b>						
Public Works Administration	603,440	636,090	670,620	706,850	747,470	778,130
Building Construction	329,350	347,400	365,410	384,920	403,530	423,070
Engineering Administration	527,140	553,600	579,390	648,510	675,860	706,480
Engineering - Construction Inspection	408,720	431,150	454,810	480,650	503,550	528,500
Engineering - Design	334,410	352,780	372,170	392,630	412,100	432,540
Engineering - Survey	250,850	264,440	278,950	294,090	332,680	323,810
Facilities	12,499,960	11,442,070	12,133,250	12,634,080	13,155,370	13,683,630
Fleet Management	7,885,910	8,571,360	8,550,170	8,642,390	8,934,190	9,235,900
Permits and Inspections	1,441,130	1,512,530	1,595,560	1,692,990	1,767,150	1,855,000
Roads Operations	7,569,090	7,924,600	8,301,680	8,697,830	9,080,540	9,480,820
Storm Emergencies	2,201,160	2,313,630	2,432,190	2,556,840	2,684,470	2,818,480
Traffic Control	350,320	360,840	371,660	382,810	394,290	406,120
Transit Administration	33,220	35,060	37,010	159,450	166,290	173,430
Veteran Transit Services	133,780	139,190	146,150	153,460	161,130	169,190
<b>Total Public Works</b>	<b>34,568,480</b>	<b>34,884,740</b>	<b>36,289,020</b>	<b>37,827,500</b>	<b>39,418,620</b>	<b>41,015,100</b>

# Operating Plan

## Fiscal Years 2022 - 2027

Department/Agency	FY 22 Budget	FY 23 Planned	FY 24 Planned	FY 25 Planned	FY 26 Planned	FY 27 Planned
<b>Citizen Services</b>						
Citizen Services Administration	339,870	358,090	377,300	397,550	416,880	437,150
Aging and Disabilities	1,272,370	1,340,750	1,413,890	1,483,630	1,557,470	1,627,350
Recovery Support Services	115,280	452,590	581,630	599,070	617,050	635,560
<b>Total Citizen Services</b>	<b>1,727,520</b>	<b>2,151,430</b>	<b>2,372,820</b>	<b>2,480,250</b>	<b>2,591,400</b>	<b>2,700,060</b>
Access Carroll	20,000	20,000	20,000	20,000	20,000	20,000
The Arc Carroll County	276,220	281,740	287,380	293,130	298,990	304,970
Penn-Mar Human Services	270,850	276,270	281,790	287,430	293,180	299,040
Springboard Community Services	403,830	415,940	428,420	441,280	454,510	468,150
Flying Colors of Success	48,970	51,420	53,990	56,690	59,520	62,500
Human Services of Program	1,241,660	1,266,490	1,291,820	1,317,660	1,344,010	1,370,890
Sheppard Pratt	111,960	114,200	116,480	118,810	121,190	123,610
Rape Crisis Intervention Service	177,060	185,910	195,210	204,970	215,220	225,980
Target Community and Educational Services	276,220	281,740	287,380	293,130	298,990	304,970
Youth Services Bureau	1,166,800	1,190,140	1,213,940	1,238,220	1,262,980	1,288,240
<b>Citizen Services Non - Profits</b>	<b>3,993,570</b>	<b>4,083,850</b>	<b>4,176,410</b>	<b>4,271,320</b>	<b>4,368,590</b>	<b>4,468,350</b>
Health Department	3,709,780	3,821,070	3,935,710	4,053,780	4,175,370	4,300,650
Social Services	20,000	20,000	20,000	20,000	20,000	20,000
<b>Citizen Services State</b>	<b>3,729,780</b>	<b>3,841,070</b>	<b>3,955,710</b>	<b>4,073,780</b>	<b>4,195,390</b>	<b>4,320,650</b>
<b>Total Citizen Services</b>	<b>9,450,870</b>	<b>10,076,350</b>	<b>10,504,940</b>	<b>10,825,350</b>	<b>11,155,380</b>	<b>11,489,060</b>
<b>Recreation and Culture</b>						
Recreation and Parks Administration	461,410	485,180	511,470	536,660	566,930	589,920
Hashawha	833,530	872,210	918,500	953,990	991,610	1,032,900
Piney Run Park	690,550	724,710	768,980	824,110	862,410	902,560
Recreation	440,720	464,110	488,580	514,950	538,140	564,580
Sports Complex	211,270	220,960	231,120	241,930	251,790	262,080
<b>Total Recreation and Parks</b>	<b>2,637,480</b>	<b>2,767,170</b>	<b>2,918,650</b>	<b>3,071,640</b>	<b>3,210,880</b>	<b>3,352,040</b>
Historical Society of Carroll County	80,000	60,000	60,000	60,000	60,000	60,000
Union Mills Homestead	20,000	20,000	20,000	20,000	20,000	20,000
<b>Total Culture</b>	<b>100,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>
<b>Total Recreation and Culture</b>	<b>2,737,480</b>	<b>2,847,170</b>	<b>2,998,650</b>	<b>3,151,640</b>	<b>3,290,880</b>	<b>3,432,040</b>
<b>General Government</b>						
Comprehensive Planning	831,390	874,340	919,570	967,220	1,012,840	1,060,670
<b>Total Comprehensive Planning</b>	<b>831,390</b>	<b>874,340</b>	<b>919,570</b>	<b>967,220</b>	<b>1,012,840</b>	<b>1,060,670</b>
Comptroller Administration	341,730	358,040	376,710	396,510	412,700	435,100
Accounting	1,144,260	1,200,510	1,264,300	1,330,700	1,391,490	1,460,690
Bond Issuance Expense	271,330	311,330	308,950	276,710	212,690	205,650
Collections Office	1,202,460	1,257,750	1,316,310	1,378,350	1,439,410	1,503,960
Independent Post Audit	58,500	60,260	63,270	65,170	67,120	69,130
Office of Procurement	378,600	398,970	418,590	441,370	460,900	476,100
<b>Total Comptroller</b>	<b>3,396,880</b>	<b>3,586,860</b>	<b>3,748,130</b>	<b>3,888,810</b>	<b>3,984,310</b>	<b>4,150,630</b>
County Attorney	625,350	656,760	689,820	724,610	758,020	793,010
<b>Total County Attorney</b>	<b>625,350</b>	<b>656,760</b>	<b>689,820</b>	<b>724,610</b>	<b>758,020</b>	<b>793,010</b>
Economic Development Administration	878,060	917,700	959,260	1,002,860	1,045,200	1,089,440
Business Employment and Resource Center	192,410	202,690	213,540	224,970	235,880	247,330
Economic Dev. Infrastructure and Investments	850,000	850,000	850,000	850,000	850,000	850,000
Farm Museum	953,720	997,310	1,041,380	1,087,850	1,132,270	1,178,410
Tourism	376,610	390,890	406,310	422,400	438,300	454,840
<b>Total Economic Development</b>	<b>3,250,800</b>	<b>3,358,590</b>	<b>3,470,490</b>	<b>3,588,080</b>	<b>3,701,650</b>	<b>3,820,020</b>
Human Resources Administration	1,046,370	1,096,350	1,155,720	1,214,750	1,274,550	1,333,720
Health and Fringe Benefits	29,357,050	29,010,120	29,756,760	30,728,530	32,131,710	33,803,170
Personnel Services	154,550	163,130	172,180	181,740	190,820	200,360
<b>Total Human Resources</b>	<b>30,557,970</b>	<b>30,269,600</b>	<b>31,084,660</b>	<b>32,125,020</b>	<b>33,597,080</b>	<b>35,337,250</b>

## Operating Plan Fiscal Years 2022 - 2027

Department/Agency	FY 22 Budget	FY 23 Planned	FY 24 Planned	FY 25 Planned	FY 26 Planned	FY 27 Planned
Land and Resource Management Administration	697,280	735,330	775,470	817,820	858,160	900,490
Development Review	469,720	495,430	522,560	551,180	578,440	607,040
Resource Management	806,850	852,640	898,770	948,320	993,830	1,042,500
Zoning Administration	239,000	252,430	265,940	280,530	294,770	309,000
<b>Total Land and Resource Management</b>	<b>2,212,850</b>	<b>2,335,830</b>	<b>2,462,740</b>	<b>2,597,850</b>	<b>2,725,200</b>	<b>2,859,030</b>
Management and Budget Administration	249,830	263,330	277,580	292,600	306,920	321,950
Budget	609,320	641,790	677,110	714,380	749,850	787,090
Grants Office	155,210	162,830	171,680	181,020	189,920	199,250
Risk Management	2,409,400	2,531,050	2,663,790	2,799,300	2,939,200	3,086,090
<b>Total Management and Budget</b>	<b>3,423,760</b>	<b>3,599,000</b>	<b>3,790,160</b>	<b>3,987,300</b>	<b>4,185,890</b>	<b>4,394,380</b>
Technology Services	5,105,770	5,178,120	5,616,980	5,887,400	6,093,640	6,514,790
Production and Distribution Services	416,430	432,180	448,580	465,670	482,640	500,280
<b>Total Technology Services</b>	<b>5,522,200</b>	<b>5,610,300</b>	<b>6,065,560</b>	<b>6,353,070</b>	<b>6,576,280</b>	<b>7,015,070</b>
Administrative Hearings	87,090	91,210	95,530	100,080	104,470	109,060
Audio Video Production	180,100	200,070	210,580	221,660	232,240	243,350
Board of Elections	1,763,500	1,844,070	1,936,480	2,033,520	2,133,980	2,238,480
Board of License Commissioners	88,110	92,720	97,580	102,700	107,590	112,730
County Commissioners	910,350	968,390	1,010,700	1,065,390	1,116,670	1,179,960
Not in Carroll	300,000	300,000	300,000	300,000	300,000	300,000
<b>Total General Government Other</b>	<b>3,329,150</b>	<b>3,496,460</b>	<b>3,650,870</b>	<b>3,823,350</b>	<b>3,994,950</b>	<b>4,183,580</b>
<b>Total General Government</b>	<b>53,150,350</b>	<b>53,787,740</b>	<b>55,882,000</b>	<b>58,055,310</b>	<b>60,536,220</b>	<b>63,613,640</b>
<b>Conservation and Natural Resources</b>						
Extension Office of Carroll County	515,080	530,530	546,450	562,840	579,730	597,120
Gypsy Moth	30,000	30,000	30,000	30,000	30,000	30,000
Soil Conservation District	404,600	426,210	449,000	473,030	495,960	520,020
Weed Control	73,580	75,790	78,060	80,400	82,810	85,300
<b>Total Conservation and Natural Resources</b>	<b>1,023,260</b>	<b>1,062,530</b>	<b>1,103,510</b>	<b>1,146,270</b>	<b>1,188,500</b>	<b>1,232,440</b>
<b>Debt and Transfers</b>						
Debt Service	18,621,600	18,917,580	20,117,160	20,907,290	23,506,690	26,920,290
Debt Service - Ag Pres.	2,261,060	2,731,490	3,083,150	4,192,170	3,336,080	4,574,150
Intergovernmental Transfers	3,247,150	3,320,210	3,394,920	3,471,300	3,549,410	3,629,270
<b>Total Debt and Transfers</b>	<b>24,129,810</b>	<b>24,969,280</b>	<b>26,595,230</b>	<b>28,570,760</b>	<b>30,392,180</b>	<b>35,123,710</b>
<b>Reserves</b>						
Reserve for Contingencies	4,819,640	4,646,980	4,665,140	4,904,720	4,956,600	5,112,310
<b>Total Reserves</b>	<b>4,819,640</b>	<b>4,646,980</b>	<b>4,665,140</b>	<b>4,904,720</b>	<b>4,956,600</b>	<b>5,112,310</b>

## Operating Plan Fiscal Years 2022 - 2027

Department/Agency	FY 22 Budget	FY 23 Planned	FY 24 Planned	FY 25 Planned	FY 26 Planned	FY 27 Planned
<b>Interfund Transfers</b>						
Transfer to Capital Fund	13,458,690	8,729,400	7,370,800	13,336,700	4,715,400	4,838,000
Transfer to Grant Fund - Aging and Disabilities	355,670	375,230	396,620	419,430	442,280	466,170
Transfer to Grant Fund - Circuit Court	59,470	63,040	66,820	70,830	75,080	79,580
Transfer to Grant Fund - Comprehensive Planning	10,000	10,450	10,920	11,410	11,930	12,460
Transfer to Grant Fund - Health Department	4,000	4,000	4,000	4,000	4,000	4,000
Transfer to Grant Fund - Housing & Community Dev.	35,180	36,940	38,790	40,730	42,760	44,900
Transfer to Grant Fund - Local Management Board	50,620	53,350	56,340	59,550	62,770	66,220
Transfer to Grant Fund - Public Safety	108,390	108,390	108,390	108,390	108,390	108,390
Transfer to Grant Fund - Recreation	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Grant Fund - Sheriff's Office	86,560	90,890	95,430	100,200	105,210	110,470
Transfer to Grant Fund - State's Attorney's Office	108,100	113,510	119,180	125,140	131,400	137,970
Transfer to Grant Fund - Transit	87,880	400,880	405,630	2,062,830	2,227,190	2,398,870
Transfer to Airport Enterprise Fund	2,236,490	16,000	16,000	16,000	16,000	16,000
Transfer to Fiber Network Enterprise Fund	3,090,970	212,540	220,680	229,210	293,150	247,510
Transfer to Solid Waste Enterprise Fund	28,562,890	1,945,900	2,212,090	2,224,680	2,880,700	3,242,320
Transfer to Utilities Enterprise Fund	769,770	535,970	247,860	257,120	266,340	275,910
<b>Total Interfund Transfers</b>	<b>49,032,780</b>	<b>12,704,590</b>	<b>11,377,650</b>	<b>19,074,320</b>	<b>11,390,700</b>	<b>12,056,870</b>
Projected Revenue	474,184,330	454,698,424	466,514,236	490,472,103	495,660,452	511,230,613
Projected Expenditures	474,184,330	451,366,560	468,884,090	496,718,010	508,429,740	529,590,990
<b>Balance</b>	<b>0</b>	<b>3,331,864</b>	<b>-2,369,854</b>	<b>-6,245,907</b>	<b>-12,769,288</b>	<b>-18,360,377</b>
	0.00%	0.73%	-0.51%	-1.27%	-2.58%	-3.59%





# *Public Schools Appropriations*



# Carroll County Public Schools Summary

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Carroll County Public Schools	\$197,959,421	\$198,407,702	\$198,407,700	\$205,617,860	3.63%	3.63%
Carroll County Public Schools Debt Service	9,974,470	10,204,030	10,204,030	9,963,700	-2.36%	-2.36%
<b>Total Public Schools</b>	<b>\$207,933,891</b>	<b>\$208,611,732</b>	<b>\$208,611,730</b>	<b>\$215,581,560</b>	<b>3.34%</b>	<b>3.34%</b>

## Core Statements

Carroll County Public Schools: Building the Future.

## Core Values

The Board of Education upholds 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 22 is over Maintenance of Effort (MOE). State law mandates that County governments spend the same amount per pupil, less one-time costs, from one year to the next. Each time a County government funds more than MOE, a new higher MOE is created.
- With the exception of FY 11, the school system has been funded above Maintenance of Effort every year since FY 97.
- In addition to the direct funding, the County provides in-kind support, including space and utilities at the Kessler Warehouse, use of Hashawha for Outdoor School, and water and sewer operations for four Board of Education facilities. Beginning FY 19, the County funded additional police officers as part of the School Resource Officer program through the Sheriff's Office.
- 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 \$125.7M of the total \$181.3M planned for school projects in FY 22 – 27.

## Budget Changes

One-time funding of \$1.0M is included in FY 22 for a bonus for CCPS employees.

# Carroll County Public Schools

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	197,959,421	198,407,702	198,407,700	205,617,860	3.63%	3.63%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$197,959,421</b>	<b>\$198,407,702</b>	<b>\$198,407,700</b>	<b>\$205,617,860</b>	<b>3.63%</b>	<b>3.63%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Actuals include in-kind of \$0.7M for use of County-owned property and services.

## Contact

**Dr. Steven A. Lockard, Superintendent (410) 751-3000**  
**Taylor Hockensmith, Management and Budget Project**  
**Coordinator (410) 386-2082**  
<http://www.carrollk12.org/>

- County 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.
- The following is a breakdown of anticipated funding sources, funding changes from FY 21, and the percent of that change.

## Core Statement

Carroll County Public Schools: Building the Future

## Core Values

The Board of Education upholds 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, 22 elementary schools, 8 middle schools, and 7 high schools.

Funding Source	FY 22 Funding	Change from FY 21	Percent Change
County	\$205,617,860	\$7,210,158	3.63%
County In-Kind	750,000	0	0.00%
Use of Fund Balance	7,621,651	(381,898)	0.00%
State	145,836,958	1,674,245	1.16%
Federal	37,794,315	23,199,723	158.96%
Other	5,409,433	(27,398)	-0.50%
<b>TOTAL</b>	<b>\$403,030,217</b>	<b>\$31,674,830</b>	<b>8.53%</b>

## Budget Changes

- One-time funding of \$1.0M is included in FY 22 for a bonus for CCPS employees.
- Percentage from each revenue source is as follows:

Funding Source	FY 21 Budget	FY 22 Budget
County	53.63%	51.20%
State	38.82%	36.19%
Federal	3.93%	9.38%
Other (including Fund Balance)	3.62%	3.23%

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# Carroll County Public Schools

The Education Article of the Annotated Code of Maryland grants the County Commissioners authority to designate category totals for the Board of Education. The categorical totals, as approved by the County Commissioners for FY 22, are summarized here:

<b>Budget Category</b>	<b>Amount</b>	<b>Percent of Total Budget</b>
Administration	\$6,439,813	1.60%
Instructional Salaries and Wages	150,140,691	37.25%
Student Personnel Services	2,059,761	0.51%
Student Health Services	4,859,187	1.21%
Student Transportation	25,959,123	6.44%
Operation of Plant	24,148,896	5.99%
Maintenance of Plant	6,647,289	1.65%
Fixed Charges	89,016,427	22.09%
Community Services	1,572,451	0.39%
Capital Outlay	855,303	0.21%
Mid-Level Administration	26,423,739	6.56%
Special Education	48,161,730	11.95%
Textbooks and Instructional Supplies	13,744,287	3.41%
Other Instructional Costs	3,001,520	0.74%
<b>Total</b>	<b>\$403,030,217</b>	<b>100.00%</b>

# Carroll County Public Schools Debt Service

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	9,974,470	10,204,030	10,204,030	9,963,700	-2.36%	-2.36%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$9,974,470</b>	<b>\$10,204,030</b>	<b>\$10,204,030</b>	<b>\$9,963,700</b>	<b>-2.36%</b>	<b>-2.36%</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

Taylor Hockensmith, Management and Budget Project  
 Coordinator 410) 386-2082  
<http://www.carrollk12.org/>

## Description

School construction is funded with Local Income Tax, revenue from the State, and bonds issued by Carroll County. This budget funds the principal and interest paid on bonds issued for school facilities construction projects. The percentage of Local Income Tax directed to school construction is 9.09% in FY 22.

## Budget Changes

In FY 22, the anticipated bond issue is \$4.7M.

# *Education Other Appropriations*





# Education Other Summary

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Cable Regulatory Commission	\$156,760	\$164,600	\$164,600	\$172,830	5.00%	5.00%
Carroll Community College	15,653,162	10,607,100	10,607,100	10,698,750	0.86%	0.86%
Carroll Community College - Adult Basic Education	284,040	284,040	284,040	284,040	0.00%	0.00%
Carroll Community College - Entrepreneurship	110,000	110,000	110,000	113,300	3.00%	3.00%
Carroll County Public Library	15,389,873	9,279,640	9,279,640	9,843,810	6.08%	6.08%
Community Media Center	670,000	665,000	665,000	650,000	-2.26%	-2.26%
<b>Total Education Other</b>	<b>\$32,263,835</b>	<b>\$21,110,380</b>	<b>\$21,110,380</b>	<b>\$21,762,730</b>	<b>3.09%</b>	<b>3.09%</b>
<b>Total Without Benefits</b>	<b>\$28,233,678</b>	<b>\$21,110,380</b>	<b>\$21,110,380</b>	<b>\$21,762,730</b>	<b>3.09%</b>	<b>3.09%</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 a format requested by the community
- Work with educational and business partners to create and expand training and career programs to respond to local/regional employment needs
- Maintain ongoing coverage of important local events and activities

### Highlights, Changes, and Useful Information

- College enrollment is projected to be approximately 2,392 full-time equivalent (FTE) students in FY 22, down from 2,521 in FY 21.
- The County provides in-kind support to the College and Public Library. The buildings are County properties. Utilities and maintenance of these buildings are provided through the County's Facilities budget as part of Public Works, and insurance is included in the County's Risk Management budget. Health benefits are provided to the Carroll County Public Library.
- State funding to the Library and the College increases in FY 22.

### Budget Changes

- Carroll Community College includes a 3% increase in FY 22, partially offset by one-time funding of \$220,000 in FY 21.
- Carroll County Public Library includes a 6.08% increase is included in FY 22. The Commissioners approved an additional 3.55% ongoing increase with the intention of funding a salary increase.
- Community Media Center decreases to reflect actual revenue collection levels.

# Cable Regulatory Commission

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	156,760	164,600	164,600	172,830	5.00%	5.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$156,760</b>	<b>\$164,600</b>	<b>\$164,600</b>	<b>\$172,830</b>	<b>5.00%</b>	<b>5.00%</b>
Employees FTE	1.00	1.00	1.00	1.00	-----	-----

Note: 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  
 Taylor Hockensmith, Management and Budget Project  
 Coordinator (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

## Description

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

## Program Highlights

- In July 2016, the CRC negotiated a new Cable Franchise Agreement with Comcast, which will run through 2026. The new agreement allows residents to self-trench driveways to allow for cable extensions.
- In 2020, Comcast built an additional 34.5 miles of cable and passed an additional 808 residences and buildable lots.

## Budget Changes

A 5% increase is included in FY 22.

# Carroll Community College

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	15,653,162	10,607,100	10,607,100	10,698,750	0.86%	0.86%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$15,653,162</b>	<b>\$10,607,100</b>	<b>\$10,607,100</b>	<b>\$10,698,750</b>	<b>0.86%</b>	<b>0.86%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Dr. James Ball, President (410) 386-8000**  
**Chizuko M. Godwin, Senior Budget Analyst (410) 386-2082**  
<http://www.carrollcc.edu/>

## Mission and Goals

Carroll Community College is a publicly supported, open admissions, associate-level postsecondary education institution 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 increasingly diverse and changing world, and encourages lifelong learning.

### Goals include:

- Provide associate degree programs, career and credentialing preparation, job skill enhancement, continuing professional education, and career resources and support to strengthen the regional workforce.
- Support student attainment of essential skills in general education and prepares students for transfer to earn degrees beyond the associate.
- Deliver training and essential services to businesses and entrepreneurs and creates and sustains strategic community partnerships to support business and economic development.
- Empower students to define and achieve their educational and career goals, while offering individualized academic support services to enhance academic progress, educational transitions, and program completion.
- Foster campus and civic engagement and a sense of belonging by providing a safe learning environment that models respect, acceptance, inclusion, and empathy toward diverse ways of thinking and being.
- Provide personal and community enrichment through lifelong learning opportunities, creative and cultural arts, athletics, student organizations, and special events.
- Assess college programs and services to continuously improve student outcomes and the efficient use of college financial, human, physical, and technological resources.

## Description

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; and 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.

FY 22 Revenue	Amount	% of Budget
County	\$10,698,750	31.1%
County In-Kind	1,901,180	5.5%
Tuition and Fees	10,976,810	31.9%
State Aid	9,786,900	28.5%
Other	1,003,220	2.9%
<b>Total</b>	<b>\$34,366,860</b>	<b>100.0%</b>

## Program Highlights

In FY 21:

- Carroll Community College launched men and women's lacrosse and track and field teams.
- Dual enrollment numbers among homeschooled and private students increased from 93 to 106.
- A new drone pilot training program was approved.
- The Cybersecurity program enrollment has grown to 111 students in Fall 2020.

## Budget Changes

A 3% increase is included in FY 22, partially offset by one-time funding of \$220,000 in FY 21.

# Carroll Community College – Adult Education

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	284,040	284,040	284,040	284,040	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$284,040</b>	<b>\$284,040</b>	<b>\$284,040</b>	<b>\$284,040</b>	<b>0.00%</b>	<b>0.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

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

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

<https://www.carrollcc.edu/Programs-and-Courses/Non-Credit-Programs/Adult-Education/>

## Mission and Goals

Carroll Community College Adult Education programs help County adults and out-of-school youth ages 18 and above to obtain a high school diploma; improve basic reading, writing, and math skills, and improve English language and literacy skills. The program aims to help adults become self-directed learners, effective workers, responsible citizens, and productive members of their family and community.

## Description

The Carroll Community College Adult Education programs are a literacy initiative supported by Federal, State, and local funding.

The programs track performance based on the number of high school graduates, the number of learners who increase an Educational Functioning Level (as measured by the National Reporting System), as well as on the number of learners who keep or obtain employment and demonstrate outcomes related to improved involvement with their children's education and literacy development. Additionally, data is tracked on the number of Adult Education graduates who transition to post-secondary career training and education.

FY 22 Revenue	Amount
State Funding	\$187,570
County Match	284,040
<b>Total</b>	<b>\$471,610</b>

County Match is not included in Maintenance of Effort State reporting for Carroll Community College.

# Carroll Comm. College – Entrepreneurship Program

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	110,000	110,000	110,000	113,300	3.00%	3.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$110,000</b>	<b>\$110,000</b>	<b>\$110,000</b>	<b>\$113,300</b>	<b>3.00%</b>	<b>3.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Libby Trostle, Vice President,  
Continuing Education and Training (410) 386-8000  
Chizuko M. Godwin, Senior Budget Analyst (410) 386-2082

This funding is not included in Maintenance of Effort State reporting for Carroll Community College.

## Program Highlights

In FY 20, Miller Business Center consulted with 162 clients.

## Mission and Goals

Carroll Community College Entrepreneurship Program provides educational programming for entrepreneurs and small business owners, as well as one-on-one counseling for students.

## Budget Changes

A 3% increase is included in FY 22.

## Goals include:

- Provide intake counseling, educational programming, networking, and referral services for small business start-up and business growth.
- Develop an annual marketing plan to market the resources
- Provide quarterly reports to the County's Economic Development on the progress of Miller and the partner activities.
- Arrange and participate in meetings of local municipalities for the purpose of planning and providing small business development services to the towns.
- Refer clients seeking start-up funding, site locations, or resolution to issues involving Carroll County or State departments and agencies to the Carroll County Department of Economic Development.

## Description

The Board of Commissioners of Carroll County is committed to enhancing the entrepreneurial ecosystem within the County given the importance of small business development and entrepreneurial activities as economic development drivers. Over the past several years, the County has provided funds to Maryland's Northern Region Small Business Development Center (SBDC) to deliver federally funded counseling and referral services, and to Carroll Community College's Miller Business Center for coordination of Miller Business Center and SBDC services, client navigation, and educational services. Additionally, the County has provided funding to community-based organizations that play key roles in supporting the small business community and entrepreneurship through networking activities, technology resources, and youth involvement.

# Carroll County Public Library

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	4,030,157	0	0	0	0.00%	0.00%
Operating	11,359,716	9,279,640	9,279,640	9,843,810	6.08%	6.08%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$15,389,873</b>	<b>\$9,279,640</b>	<b>\$9,279,640</b>	<b>\$9,843,810</b>	<b>6.08%</b>	<b>6.08%</b>
<b>Total Without Benefits</b>	<b>\$11,359,716</b>	<b>\$9,279,640</b>	<b>\$9,279,640</b>	<b>\$9,843,810</b>	<b>6.08%</b>	<b>6.08%</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: Actuals include allocations for health and fringe, OPEB, 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

Andrea Berstler, Executive Director (410) 386-4500

Ashleigh Smith, Budget Analyst (410) 386-2082

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

## Mission and Goals

To connect our community with welcoming spaces, innovative resources and services, and educational experiences for lifetime enrichment.

## Goals include:

- Make County residents aware of the availability, and have access to, current and emerging technologies and assistance to use them in their daily lives
- To provide a wide variety of materials in many formats that allow individuals and families to expand their skills, be entertained, further their education, and stay informed
- To provide opportunities to innovate and be inspired, both by gathering together and by quiet independent study in clean, comfortable, and versatile facilities

## 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, using the Davis Library location in Westminster.

There are six full-service regional libraries:

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

The library provides service through three mobile vans serving senior citizens and children in daycare centers.

FY 22 Revenue	Amount
County - Direct Funding	\$9,558,030
State Aid	1,126,010
Other	442,760
<b>Total Revenue</b>	<b>\$11,126,800</b>

## Program Highlights

In FY 21, CCPL accomplished

- 4,020 student service hours
- 652,046 guests to its library branches
- 110,008 in program attendance

	FY 17	FY 18	FY 19	FY 20
Books	2,071,010	1,980,192	1,967,324	1,431,944
Video	799,414	725,358	679,893	449,484
Audio	288,171	264,029	236,370	161,802
Periodicals	46,373	33,944	28,065	17,940
Other	516,547	611,045	634,122	543,232
<b>Total</b>	<b>3,721,515</b>	<b>3,614,568</b>	<b>3,546,134</b>	<b>2,604,402</b>

## Budget Changes

A 6.08% increase is included in FY 22. The Commissioners approved an additional 3.55% ongoing increase with the intention of funding a salary increase.

## Total County Funding

Department	Estimated Cost
Carroll County Public Library	\$9,843,810
OPEB	1,872,100
Health Benefits	3,263,600
Fleet	9,000
Utilities	408,590
Building Maintenance	194,530
<b>Total</b>	<b>\$15,591,630</b>

# Community Media Center

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	670,000	665,000	665,000	650,000	-2.26%	-2.26%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$670,000</b>	<b>\$665,000</b>	<b>\$665,000</b>	<b>\$650,000</b>	<b>-2.26%</b>	<b>-2.26%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Richard Turner, Director (410) 386-4415**  
**Taylor Hockensmith Management and Budget Project**  
**Coordinator (410) 386-2082**  
<http://www.carrollmediacenter.org>

## Mission and Goals

To provide Carroll County residents and organizations with services, tools, training and access to innovative digital technologies that engage, inform and connect them to their community.

### Goals include:

- Meet the needs of all Public, Education, and Government (PEG) partners for PEG services including facility access, equipment, and marketing of local channels to the public
- Encourage and create content essential and relevant to Carroll's community
- Initiate innovative research and development projects exploring technical integrations, platforms, methods, and tools for the creation and/or dissemination of digital media
- Increase community engagement, participation, and retention of residents, organizations, and businesses from Carroll County who support the Community Media Center (CMC) mission, create digital media, and/or utilize services
- Maintain coverage of public meetings, important local events, and activities

- The CMC continued to expand the Maryland Sports Network by providing local sports coverage. With support from CCPS and the Carroll County Times, there were 34 game summaries produced and over 12 weeks of coverage.
- The CMC created voter education content for the 2020 Primary Election and the local Board of Education and Circuit Court Judge candidates. Candidates profiles and other relevant election data, polling places, districts and links were posted on the CMC website.
- CMC expanded efforts to honor local veterans by documenting their stories of service to our county. The CMC held two Veteran Oral History collection days hosting over 12 local veterans, adding 23 hours of content to the online archive.

## Budget Changes

CMC's budget is based on projected revenue from the cable franchise fee. In FY 22, the budget decreases to reflect actual revenue collections.

## Description

The CMC is a Public, Education, and Government shared-use production facility using new media resources to serve Education and Government partners, local non-profits, and individuals to produce content to broadcast over five channels and distribute to the Internet. Channels include: 18 – Carroll Community College, 19 – Public Access, 21 – Carroll County Board of Education, 23 – Town and Community Channel, 24 – Carroll County Government, and 1086 – HD Channel.

## Program Highlights

- During COVID-19 pandemic, the CMC, in collaboration with County Government, CCPS and Carroll Community College and municipalities, increased their total views and subscribers by 142%.





*Public Safety and Corrections  
Appropriations*



# Public Safety and Corrections Summary

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Circuit Court	\$2,712,073	\$2,216,710	\$2,231,670	\$2,337,880	5.47%	4.76%
Circuit Court Magistrates	553,500	412,870	397,900	407,440	-1.32%	2.40%
Orphan's Court	58,506	61,640	61,640	61,540	-0.16%	-0.16%
Volunteer Community Service Program	261,263	186,420	186,420	194,510	4.34%	4.34%
<b>Total Courts</b>	<b>\$3,585,341</b>	<b>\$2,877,640</b>	<b>\$2,877,630</b>	<b>\$3,001,370</b>	<b>4.30%</b>	<b>4.30%</b>
<b>Total Without Benefits</b>	<b>\$2,499,623</b>	<b>\$2,554,930</b>	<b>\$2,554,920</b>	<b>\$2,695,650</b>	<b>5.51%</b>	<b>5.51%</b>

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Public Safety	\$5,822,127	\$5,656,760	\$5,741,280	\$6,348,930	12.24%	10.58%
<b>Total Public Safety 911</b>	<b>\$5,822,127</b>	<b>\$5,656,760</b>	<b>\$5,741,280</b>	<b>\$6,348,930</b>	<b>12.24%</b>	<b>10.58%</b>
<b>Total Without Benefits</b>	<b>\$4,432,589</b>	<b>\$5,317,770</b>	<b>\$5,396,280</b>	<b>\$5,989,480</b>	<b>12.63%</b>	<b>10.99%</b>

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Administrative Services	\$3,782,581	\$3,147,120	\$2,917,440	\$3,440,320	9.32%	17.92%
Advocacy and Investigation Center	43,790	23,370	23,370	20,370	-12.84%	-12.84%
Corrections	11,877,010	8,808,980	8,612,940	9,117,240	3.50%	5.86%
Law Enforcement	17,776,457	11,428,940	11,420,470	13,128,070	14.87%	14.95%
Training Academy	66,106	71,850	71,850	71,710	-0.19%	-0.19%
<b>Total Sheriff's Office</b>	<b>\$33,545,945</b>	<b>\$23,480,260</b>	<b>\$23,046,070</b>	<b>\$25,777,710</b>	<b>9.78%</b>	<b>11.85%</b>
<b>Total Without Benefits</b>	<b>\$22,546,782</b>	<b>\$19,990,020</b>	<b>\$19,590,100</b>	<b>\$21,982,530</b>	<b>9.97%</b>	<b>12.21%</b>

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
State's Attorney's Office	\$4,717,256	\$3,591,330	\$3,591,840	\$4,188,870	16.64%	16.62%
<b>Total State's Attorney's Office</b>	<b>\$4,717,256</b>	<b>\$3,591,330</b>	<b>\$3,591,840</b>	<b>\$4,188,870</b>	<b>16.64%</b>	<b>16.62%</b>
<b>Total Without Benefits</b>	<b>\$3,098,437</b>	<b>\$3,109,090</b>	<b>\$3,109,560</b>	<b>\$3,688,740</b>	<b>18.64%</b>	<b>18.63%</b>

# Public Safety and Corrections Summary

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Animal Control	\$1,256,135	\$897,180	\$897,180	\$964,100	7.46%	7.46%
EMS 24/7 Services	4,657,180	4,657,180	4,657,180	4,796,900	3.00%	3.00%
Fire/EMS Administration	0	234,790	175,380	1,906,430	711.97%	987.03%
Length of Service Award Program	0	398,000	398,000	1,585,000	298.24%	298.24%
Net New Funding For Fire and EMS	0	0	0	1,970,700	100.00%	100.00%
Volunteer Emergency Services Association	8,943,670	8,507,700	8,507,700	7,387,360	-13.17%	-13.17%
<b>Total Public Safety and Corrections Other</b>	<b>\$14,856,985</b>	<b>\$14,694,850</b>	<b>\$14,635,440</b>	<b>\$18,610,490</b>	<b>26.65%</b>	<b>27.16%</b>
<b>Total Without Benefits</b>	<b>\$13,532,140</b>	<b>\$13,989,820</b>	<b>\$13,930,410</b>	<b>\$16,543,620</b>	<b>18.25%</b>	<b>18.76%</b>
<b>Total Public Safety and Corrections</b>	<b>\$62,527,655</b>	<b>\$50,300,840</b>	<b>\$49,892,260</b>	<b>\$57,927,370</b>	<b>15.16%</b>	<b>16.10%</b>
<b>Total Without Benefits</b>	<b>\$46,109,570</b>	<b>\$44,961,630</b>	<b>\$44,581,270</b>	<b>\$50,900,020</b>	<b>13.21%</b>	<b>14.17%</b>

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# Courts



# Courts Summary

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Circuit Court	\$2,712,073	\$2,216,710	\$2,231,670	\$2,337,880	5.47%	4.76%
Circuit Court Magistrates	553,500	412,870	397,900	407,440	-1.32%	2.40%
Orphan's Court	58,506	61,640	61,640	61,540	-0.16%	-0.16%
Volunteer Community Service Program	261,263	186,420	186,420	194,510	4.34%	4.34%
<b>Total Courts</b>	<b>\$3,585,341</b>	<b>\$2,877,640</b>	<b>\$2,877,630</b>	<b>\$3,001,370</b>	<b>4.30%</b>	<b>4.30%</b>
<b>Total Without Benefits</b>	<b>\$2,499,623</b>	<b>\$2,554,930</b>	<b>\$2,554,920</b>	<b>\$2,695,650</b>	<b>5.51%</b>	<b>5.51%</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, and domestic and child support cases, in accordance with the Constitution.

### Goals include:

- Maintain a commitment to expediting the judicial process in order to preserve and build 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 non-profit organizations and government agencies benefit from the Volunteer Community Service Program

### Highlights, Changes, and Useful Information

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

# Circuit Court

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$1,809,923	\$1,831,050	\$1,844,950	\$1,952,840	6.65%	5.85%
Benefits	779,011	230,560	231,620	221,410	-3.97%	-4.41%
Operating	121,571	155,100	155,100	156,630	0.99%	0.99%
Capital	1,567	0	0	7,000	100.00%	100.00%
<b>Total</b>	<b>\$2,712,073</b>	<b>\$2,216,710</b>	<b>\$2,231,670</b>	<b>\$2,337,880</b>	<b>5.47%</b>	<b>4.76%</b>
<b>Total Without Benefits</b>	<b>\$1,933,061</b>	<b>\$1,986,150</b>	<b>\$2,000,050</b>	<b>\$2,116,470</b>	<b>6.56%</b>	<b>5.82%</b>
<b>Employees FTE</b>	<b>37.45</b>	<b>36.29</b>	<b>36.69</b>	<b>36.69</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

The Honorable Fred S. Hecker, Administrative Judge  
(410) 386-2650  
Heidi K. Pepin, Management and Budget Project  
Coordinator (410) 386-2082  
<https://circuitcourt.carrollcountymd.gov>

## Mission

To serve its residents in the determination of litigation in serious criminal matters, substantive civil cases, and domestic and child support cases in accordance with the Constitution.

## Description

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

## Program Highlights

- Carroll County Circuit Judges conducted mock trials for elementary students and judged the Carroll County High School Mock Trial Program.
- The Family Law Supervised Visitation Center had 479 monitored exchanges and 702 supervised visitations.
- 235 participants from Adult Circuit Court Drug Treatment Court have successfully completed the program since its inception on April 13, 2007.

## Budget Changes

- The increase from FY 21 Original to Adjusted is due to salary adjustments and the conversion of a position to full-time.
- A 5.55% salary increase is included in FY 22.
- Capital increases due to one-time furniture replacement.

## Total County Funding

Department	Estimated Cost
Circuit Court	\$2,337,880
Health Benefits	398,000
OPEB	70,400
Utilities	230,420
Building Maintenance	118,830
Technology Support	75,120
Cash Match for Grants	59,470
<b>Total</b>	<b>\$3,085,870</b>



# Circuit Court Magistrates

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$351,683	\$350,470	\$336,560	\$351,830	0.39%	4.54%
Benefits	195,426	55,360	54,300	48,370	-12.63%	-10.92%
Operating	6,391	7,040	7,040	7,240	2.84%	2.84%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$553,500</b>	<b>\$412,870</b>	<b>\$397,900</b>	<b>\$407,440</b>	<b>-1.32%</b>	<b>2.40%</b>
<b>Total Without Benefits</b>	<b>\$358,074</b>	<b>\$357,510</b>	<b>\$343,600</b>	<b>\$359,070</b>	<b>0.44%</b>	<b>4.50%</b>
<b>Employees FTE</b>	<b>4.76</b>	<b>4.76</b>	<b>4.76</b>	<b>4.76</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

The Honorable Fred S. Hecker, Administrative Judge  
(410) 386-2650

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

<https://circuitcourt.carrollcountymd.gov/judges.aspx>

## Mission

To assist the Circuit Court Judges by presiding over Family Law and Juvenile cases and recommend fair and impartial decisions in all cases ensuring the best interest of children and families in Carroll County.

## Description

The Juvenile Court functions as part of the Circuit Court and the Circuit Court Magistrates preside over Family Law and Juvenile cases. The Juvenile Court works closely with other agencies, such as the Department of Juvenile Services, the Carroll County Department of Social Services, State's Attorney's Office, Office of the Public Defender, and the Board of Education.

## Program Highlights

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

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover and salary adjustments.
- A 5.55% salary increase is included in FY 22.

## Total County Funding

Title	Estimated Cost
Circuit Court Magistrates	\$407,440
Health Benefits	94,700
OPEB	16,760
Technology Support	\$1,050
<b>Total</b>	<b>\$519,950</b>

# Orphans Court

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$46,860	\$46,500	\$46,500	\$46,500	0.00%	0.00%
Benefits	10,217	13,180	13,180	13,080	-0.76%	-0.76%
Operating	813	1,960	1,960	1,960	0.00%	0.00%
Capital	616	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$58,506</b>	<b>\$61,640</b>	<b>\$61,640</b>	<b>\$61,540</b>	<b>-0.16%</b>	<b>-0.16%</b>
<b>Total Without Benefits</b>	<b>\$48,289</b>	<b>\$48,460</b>	<b>\$48,460</b>	<b>\$48,460</b>	<b>0.00%</b>	<b>0.00%</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: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**The Honorable Charles M. Coles, Jr., Chief Judge**  
**(410) 386-2086**  
**Heidi K. Pepin, Management and Budget Project**  
**Coordinator (410) 386-2082**

## Mission and Goals

To review all estates, verify personal representatives have complied with the Annotated Code of Maryland-Estates and Trusts, and distributed estates according to the deceased persons' wills.

### Goals include:

- 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 deceased Carroll County residents

## Description

The Judges of the Orphans Court probate wills greater than \$50,000. Their functions are to:

- Ensure that all wills are carried out in accordance with the desires of the deceased
- 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.

The County pays the salaries and expenses of three Orphans Court Judges. Salaries of the Orphans Court Judges are set by law and may change only at the beginning of their four-year term.

# Volunteer Community Service Program

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$157,868	\$157,980	\$157,980	\$166,750	5.55%	5.55%
Benefits	101,065	23,610	23,610	22,860	-3.18%	-3.18%
Operating	2,331	4,830	4,830	4,900	1.45%	1.45%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$261,263</b>	<b>\$186,420</b>	<b>\$186,420</b>	<b>\$194,510</b>	<b>4.34%</b>	<b>4.34%</b>
<b>Total Without Benefits</b>	<b>\$160,198</b>	<b>\$162,810</b>	<b>\$162,810</b>	<b>\$171,650</b>	<b>5.43%</b>	<b>5.43%</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: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**The Honorable Fred S. Hecker, Administrative Judge**  
**(410) 386-2650**  
**Heidi K. Pepin, Management and Budget Project**  
**Coordinator (410) 386-2082**  
<https://circuitcourt.carrollcountymd.gov/vcsp.aspx>

- Utilizing work as a rehabilitation tool
- Making clients personally accountable for their actions
- Supplying manpower to public and private non-profit agencies

## 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 companies, non-profit organizations, and governmental agencies
- To ensure as many organizations and agencies as possible benefit from the services that Volunteer Community Service Program (VCSP) provides

## Description

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.

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

Benefits of the program include:

- Providing sentencing alternatives for Judges
- Reducing the jail population
- Enabling offenders to meet family and employment commitments

## Program Highlights

Since the inception of the program in 1980 through November 2020, a total of 34,453 volunteers have been referred to the program and volunteered a total of 1,089,127 hours.

## Budget Changes

A 5.55% salary increase is included in FY 22.

## Total County Funding

Title	Estimated Cost
Volunteer Community Service Program	\$194,510
Health Benefits	59,700
OPEB	10,560
Technology Support	630
Fleet	1,500
<b>Total</b>	<b>\$266,270</b>



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# **Public Safety 911**



# Public Safety 911 Summary

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Public Safety	\$5,822,127	\$5,656,760	\$5,741,280	\$6,348,930	12.24%	10.58%
<b>Total Public Safety 911</b>	<b>\$5,822,127</b>	<b>\$5,656,760</b>	<b>\$5,741,280</b>	<b>\$6,348,930</b>	<b>12.24%</b>	<b>10.58%</b>
<b>Total Without Benefits</b>	<b>\$4,432,589</b>	<b>\$5,317,770</b>	<b>\$5,396,280</b>	<b>\$5,989,480</b>	<b>12.63%</b>	<b>10.99%</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 in a timely, professional, and courteous manner to all persons calling 911
- To provide a fire-safe environment in new and renovated buildings throughout Carroll County
- To plan and prepare for recovery from disasters, both natural and manmade, in compliance with State and Federal regulations

## Highlights, Changes, and Useful Information

- Public Safety 911 supports County Government operations, as well as other outside agencies, at varying levels. Radios are funded through this budget for County government agencies, Sheriff's Office, Volunteer Emergency Services Association (VESA), and Animal Control. Public Safety maintains the communications system that all of these organizations, as well as the towns and State Police, use during emergencies.
- The Emergency Communications Center dispatched a total of 21,424 incidents in calendar year 2019:

	CY 15	CY 16	CY 17	CY 18	CY 19
Fire	2,456	2,241	2,348	2,532	2,517
EMS	14,827	14,737	15,159	15,977	15,660
Rescue	1,081	1,113	1,128	1,144	1,088
Mutual Aid	2,164	2,244	2,127	2,250	2,159
<b>Total</b>	<b>20,528</b>	<b>20,335</b>	<b>20,762</b>	<b>21,903</b>	<b>21,424</b>

## Budget Changes

Public Safety 911 increases due to ongoing funding for Next Generation 911 technology improvements, maintenance agreement payments, and the addition of eight positions.

# Public Safety 911

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$2,340,528	\$2,315,670	\$2,394,180	\$2,766,310	19.46%	15.54%
Benefits	1,389,539	338,990	345,000	359,450	6.04%	4.19%
Operating	1,938,556	2,804,150	2,804,150	3,074,790	9.65%	9.65%
Capital	153,505	197,950	197,950	148,380	-25.04%	-25.04%
<b>Total</b>	<b>\$5,822,127</b>	<b>\$5,656,760</b>	<b>\$5,741,280</b>	<b>\$6,348,930</b>	<b>12.24%</b>	<b>10.58%</b>
<b>Without Benefits</b>	<b>\$4,432,589</b>	<b>\$5,317,770</b>	<b>\$5,396,280</b>	<b>\$5,989,480</b>	<b>12.63%</b>	<b>10.99%</b>
Employees FTE	44.45	44.45	46.45	52.45	-----	-----

Note: Actuals include allocations for health and fringe and OPEB 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. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Scott Campbell, Director (410) 386-2261  
 Taylor Hockensmith, Management and Budget Project  
 Coordinator (410) 386-2082  
<http://ccggovernment.carr.org/ccg/pubsafe/>

## Mission and Goals

To provide emergency assistance to Carroll County through trained personnel utilizing new and efficient techniques and equipment. Staff strives to improve fire protection 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 police 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
- Support Carroll County Volunteer Emergency Services Association (VESA) and its member Volunteer Fire Departments
- Support Carroll County's law enforcement community including individual law enforcement agencies, their leaders, and personnel

## Description

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

## Program Highlights

- Continue planning for implementation of Next Generation 911.
- Handle dispatch and radio communications for all Fire, Rescue, and Emergency Medical Services (EMS) incidents occurring in Carroll County, as well as all law enforcement activity for the Sheriff's Office, Hampstead Police Department, Manchester Police Department. Mt. Airy Police Department was added October 1, 2017.
- Conducted "Stop the Bleed" training January – March 2020.

## Budget Changes

- The increase from FY 21 Original to Adjusted is due to the addition of two positions, partially offset by employee turnover.
- A 5.55% salary increase, and six additional positions are included in FY 22.
- Operating increases due to ongoing funding of Next Generation 911 required technology and a one-time payment of a Motorola Agreement.
- Capital decreases due to the purchase of radios and Mobile Data Terminals (MDT) for the Sheriff's Office in FY 21.



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# **Sheriff's Office**



# Sheriff's Office Summary

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	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Administrative Services	\$3,782,581	\$3,147,120	\$2,917,440	\$3,440,320	9.32%	17.92%
Advocacy and Investigation Center	43,790	23,370	23,370	20,370	-12.84%	-12.84%
Corrections	11,877,010	8,808,980	8,612,940	9,117,240	3.50%	5.86%
Law Enforcement	17,776,457	11,428,940	11,420,470	13,128,070	14.87%	14.95%
Training Academy	66,106	71,850	71,850	71,710	-0.19%	-0.19%
<b>Total Sheriff's Office</b>	<b>\$33,545,945</b>	<b>\$23,480,260</b>	<b>\$23,046,070</b>	<b>\$25,777,710</b>	<b>9.78%</b>	<b>11.85%</b>
<b>Total Without Benefits</b>	<b>\$22,546,782</b>	<b>\$19,990,020</b>	<b>\$19,590,100</b>	<b>\$21,982,530</b>	<b>9.97%</b>	<b>12.21%</b>

## Mission and Goals

The Sheriff's Office is committed to safeguarding constitutional freedoms and 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. Staff is committed to partnerships with community, professional, and government associates promoting the quality of life.

### 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 Commission on Accreditation for Law Enforcement Agencies (CALEA) 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.
- In addition to direct funding to Sheriff's Office, the County also provides in-kind support, including health benefits, public safety support, vehicles and maintenance, technology services and support, Worker's Compensation, and other insurance coverage.
- During FY 18, the Board of County Commissioners approved the creation of the Carroll County Sheriff's Office Training Academy to provide entry-level training for recruits at the former North Carroll High School building. In FY 21, an entry-level training course for correctional deputies was offered.
- In partnership with the Carroll County Public Schools and the Carroll County Commissioners, 15 School Resource Officers were added in FY 19 – FY 20 to provide security for students and staff.
- Graduation for the 4<sup>th</sup> Police Entrance Level Training Program (PELTP) and 1<sup>st</sup> Corrections Entrance Level Training (CELT) was held March 2021. PELTP included 20 graduates, including 3 for the Carroll County Sheriff's Office. All five graduates of the CELT class hold positions with the Carroll County Detention Center.

## Budget Changes

- The overall decrease from FY 21 Original to Adjusted is due to employee turnover and the elimination of 4.5 positions associated with the change to a contractual food vendor at the Detention Center.
- Funding of \$2.0M is included for salaries and benefits, in addition to the planned 4.0% salary increases. Funding is distributed throughout the Sheriff's Office budgets at varying rates.

# Administrative Services

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$2,668,063	\$2,713,400	\$2,503,460	\$3,006,370	10.80%	20.09%
Benefits	1,094,352	423,320	403,580	408,050	-3.61%	1.11%
Operating	20,166	10,400	10,400	25,900	149.04%	149.04%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$3,782,581</b>	<b>\$3,147,120</b>	<b>\$2,917,440</b>	<b>\$3,440,320</b>	<b>9.32%</b>	<b>17.92%</b>
<b>Total Without Benefits</b>	<b>\$2,688,228</b>	<b>\$2,723,800</b>	<b>\$2,513,860</b>	<b>\$3,032,270</b>	<b>11.32%</b>	<b>20.62%</b>
<b>Employees FTE</b>	<b>55.75</b>	<b>55.75</b>	<b>51.25</b>	<b>56.25</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

James DeWees, Sheriff (410) 386-2900  
 Heidi K. Pepin, Management and Budget Project Coordinator  
 (410) 386-2082  
<https://sheriff.carrollcountymd.gov/asb.htm>

## Mission and Goals

To provide support to the Sheriff's Office through a variety of functions including procurement, information technology, grants management, and recruitment and employment.

## Budget Changes

- Personnel decreases from FY 21 Original to Adjusted due to employee turnover and the elimination of 4.5 positions associated with the change to a contractual food service vendor.
- Personnel increases due to salary adjustments and the addition of a Correctional Specialist position for Pretrial Services and five positions associated with a Digital Records Unit. A Court Security Deputy is temporarily eliminated and will be re-instated in the FY 25 Budget.

## Total County Funding

Department	Estimated Cost
Administrative Services	\$3,440,320
Health Benefits	995,000
OPEB	198,000
Technology Support	37,420
<b>Total</b>	<b>\$4,670,740</b>

# CCAIC

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$1,797	\$0	\$0	\$0	0.00%	0.00%
Benefits	22,638	0	0	0	0.00%	0.00%
Operating	19,356	23,370	23,370	20,370	-12.84%	-12.84%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$43,790</b>	<b>\$23,370</b>	<b>\$23,370</b>	<b>\$20,370</b>	<b>-12.84%</b>	<b>-12.84%</b>
<b>Total Without Benefits</b>	<b>\$21,153</b>	<b>\$23,370</b>	<b>\$23,370</b>	<b>\$20,370</b>	<b>-12.84%</b>	<b>-12.84%</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

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

## Budget Changes

Operating decreases for the National Children's Alliance recertification, planned every five years, included in FY 21.

## Mission and Goals

To reduce 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.

## Total County Funding

Department	Estimated Cost
CCAIC	\$20,370
Technology Support	600
<b>Total</b>	<b>\$20,970</b>

## 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, including members of the Maryland State Police, State's Attorney's Office, Sheriff's Office, Department of Social Services, Westminster City Police, and Family and Children's Services. These agencies, along with the Carroll County Health Department, Carroll Hospital Center, and Rape Crisis Intervention Service, are all organized to work together from a victim advocacy perspective.

Staff that oversee CCAIC and CCAIC budget are included in other Sheriff's Office budgets.

# Corrections

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$5,657,101	\$5,586,630	\$5,404,520	\$5,742,180	2.78%	6.25%
Benefits	3,958,289	1,064,800	1,050,870	1,196,800	12.40%	13.89%
Operating	2,136,368	2,046,850	2,046,850	2,101,060	2.65%	2.65%
Capital	125,252	110,700	110,700	77,200	-30.26%	-30.26%
<b>Total</b>	<b>\$11,877,010</b>	<b>\$8,808,980</b>	<b>\$8,612,940</b>	<b>\$9,117,240</b>	<b>3.50%</b>	<b>5.86%</b>
<b>Total Without Benefits</b>	<b>\$7,918,721</b>	<b>\$7,744,180</b>	<b>\$7,562,070</b>	<b>\$7,920,440</b>	<b>2.28%</b>	<b>4.74%</b>
Employees FTE	92.00	92.00	92.00	87.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate increases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

James DeWees, Sheriff (410) 386-2900  
 Heidi K. Pepin, Management and Budget Project Coordinator  
 (410) 386-2082  
<https://sheriff.carrollcountymd.gov/index.htm>

## Mission and Goals

To provide correctional programs, meeting all applicable County, State, and Federal standards.

## Goals include:

- Reduce the cost of services to the citizens of Carroll County
- Provide for the safety and security of inmates and staff
- Support the physical, emotional, and psychological wellbeing of inmates
- Protect the dignity and rights of the inmates

## Description

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

## Budget Changes

- Personnel decreases from FY 21 Original to Adjusted due to employee turnover.
- Personnel increases due to salary adjustments, offset by the elimination of five Correctional Deputy positions. Four positions are planned to be re-instated in the FY 25 Budget.
- Operating increases due to prescriptions, partially offset by a change to a contractual food service vendor.
- Capital decreases due to the continued replacement of cameras and equipment but at a lower amount than FY 21.

## Total County Funding

Department	Estimated Cost
Corrections	\$9,117,240
Health Benefits	1,651,700
OPEB	306,240
Public Safety	19,700
Utilities	157,010
Building Maintenance	149,900
Technology Support	41,740
Fleet	102,500
<b>Total</b>	<b>\$11,546,030</b>

# Law Enforcement

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$8,990,796	\$8,736,170	\$8,728,300	\$10,254,960	17.39%	17.49%
Benefits	5,923,883	2,002,120	2,001,520	2,190,330	9.40%	9.43%
Operating	1,549,109	687,650	687,650	675,280	-1.80%	-1.80%
Capital	1,312,668	3,000	3,000	7,500	150.00%	150.00%
<b>Total</b>	<b>\$17,776,457</b>	<b>\$11,428,940</b>	<b>\$11,420,470</b>	<b>\$13,128,070</b>	<b>14.87%</b>	<b>14.95%</b>
<b>Total Without Benefits</b>	<b>\$11,852,574</b>	<b>\$9,426,820</b>	<b>\$9,418,950</b>	<b>\$10,937,740</b>	<b>16.03%</b>	<b>16.12%</b>
Employees FTE	131.00	131.00	131.00	131.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, 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, Management and Budget Project Coordinator  
 (410) 386-2082  
<https://sheriff.carrollcountymd.gov/index.htm>

## Mission and Goals

To safeguard constitutional freedoms and 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

Law Enforcement is responsible for:

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

## Program Highlights

In partnership with the Carroll County Public Schools and the Carroll County Commissioners, 10 School Resource Officers were added in FY 19. An additional 5 positions, including an Administrative position, were included in FY 20. School Resource Officers provide security for the schools, students, and staff. The Officers also serve as positive role models and mentors to the school population.

## Budget Changes

- Personnel decreases from FY 21 Original to Adjusted due to employee turnover.
- Salary adjustments are included in FY 22.
- Operating decreases due to one-time purchases in FY 21.

## Total County Funding

Department	Estimated Cost
Law Enforcement	\$13,128,070
Health Benefits	2,288,500
OPEB	461,120
Public Safety	283,700
Utilities	44,830
Building Maintenance	160,000
Building Leases	34,000
Technology Support	133,130
Fleet	1,464,000
Cash Match for Grants	86,560
<b>Total</b>	<b>\$18,083,910</b>

# Training Academy

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	66,106	71,600	71,600	71,460	-0.20%	-0.20%
Capital	0	250	250	250	0.00%	0.00%
<b>Total</b>	<b>\$66,106</b>	<b>\$71,850</b>	<b>\$71,850</b>	<b>\$71,710</b>	<b>-0.19%</b>	<b>-0.19%</b>
<b>Total Without Benefits</b>	<b>\$66,106</b>	<b>\$71,850</b>	<b>\$71,850</b>	<b>\$71,710</b>	<b>-0.19%</b>	<b>-0.19%</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: 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, Management and Budget Project Coordinator  
 (410) 386-2082  
<https://sheriff.carrollcountymd.gov/index.htm>

## Total County Funding

Department	Estimated Cost
Training Academy	\$71,710
Utilities	22,000
Building Lease	1,500,000
<b>Total</b>	<b>\$1,571,710</b>

## Description

The Training Academy offers three Maryland Police and Correctional Training Commissioner certified programs:

- Police Entrance Level Training Program (PELTP)
- Comparative Compliance Training Course
- Corrections Entrance Level Training (CELT)

The Comparative Compliance Training Course is an abbreviated program designed for previously certified Maryland police officers who have been separated from law enforcement for three to five years, and non-Maryland officers who have completed an entrance-level academy in another state or through the Federal government.

The Training Academy also provides in-service training for current law enforcement officers.

Staff that oversee the Training Academy and Training Academy budget are included in other Sheriff's Office budgets.

## Program Highlights

During FY 18, the Board of County Commissioners approved the creation of the Carroll County Sheriff's Office Training Academy to provide a PELTP at the former North Carroll High School building. The program is a 28-week, 1,126-hour course of instruction for members of small- and medium-sized police agencies.

The Training Academy expanded during FY 19 to provide a Comparative Compliance Training course.

Graduation for the 4<sup>th</sup> PELTP and 1<sup>st</sup> CELT was held March 2021. PELTP included 20 graduates, including 3 for the Carroll County Sheriff's Office. All five graduates of the CELT class hold positions with the Carroll County Detention Center.



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## **State's Attorney's Office**



# State's Attorney's Office Summary

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	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
State's Attorney's Office	\$4,717,256	\$3,591,330	\$3,591,840	\$4,188,870	16.64%	16.62%
<b>Total State's Attorney's Office</b>	<b>\$4,717,256</b>	<b>\$3,591,330</b>	<b>\$3,591,840</b>	<b>\$4,188,870</b>	<b>16.64%</b>	<b>16.62%</b>
<b>Total Without Benefits</b>	<b>\$3,098,437</b>	<b>\$3,109,090</b>	<b>\$3,109,560</b>	<b>\$3,688,740</b>	<b>18.64%</b>	<b>18.63%</b>

## Mission and Goals

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

### Goals include:

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

### Highlights, Changes, and Useful Information

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

### Budget Changes

FY 22 includes two new Digital Evidence Unit positions. An additional five positions are included in FY 22, contingent upon receiving grant funding for cameras.

# State's Attorney's Office

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$2,880,770	\$2,920,280	\$2,920,750	\$3,478,850	19.13%	19.11%
Benefits	1,618,819	482,240	482,280	500,130	3.71%	3.70%
Operating	216,387	186,810	186,810	202,390	8.34%	8.34%
Capital	1,280	2,000	2,000	7,500	275.00%	275.00%
<b>Total</b>	<b>\$4,717,256</b>	<b>\$3,591,330</b>	<b>\$3,591,840</b>	<b>\$4,188,870</b>	<b>16.64%</b>	<b>16.62%</b>
<b>Total Without Benefits</b>	<b>\$3,098,437</b>	<b>\$3,109,090</b>	<b>\$3,109,560</b>	<b>\$3,688,740</b>	<b>18.64%</b>	<b>18.63%</b>
<b>Employees FTE</b>	<b>45.43</b>	<b>45.43</b>	<b>45.43</b>	<b>52.43</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**Brian DeLeonardo, State's Attorney (410) 386-2671**  
**Heidi K. Pepin, Management and Budget Project**  
**Coordinator (410) 386-2082**  
<http://carrollcountystatesattorney.org/>

## Mission and Goals

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

### Goals include:

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

## Description

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

## Program Highlights

- All supervisors are undergoing a leadership development certificate training program through Carroll Community College.
- With Judicial Dialog, a case management system, SAO will now be able to better track case outcomes and compile reliable statistical data.

## Budget Changes

Personnel increases due to a 5.55% salary adjustment and additional Paralegal and Specialty Unit Supervisor positions. An additional five positions are included in FY 22, contingent upon receiving grant funding for cameras.

## Total County Funding

Department	Estimated Cost
State's Attorney's Office	\$4,188,870
Health Benefits	983,660
OPEB	184,550
Technology Support	187,630
Public Safety	20,410
Cash Match for Grant	108,100
<b>Total</b>	<b>\$5,673,220</b>

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# **Public Safety and Corrections**



# Public Safety and Corrections Other Summary

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Animal Control	\$1,256,135	\$897,180	\$897,180	\$964,100	7.46%	7.46%
EMS 24/7 Services	4,657,180	4,657,180	4,657,180	4,796,900	3.00%	3.00%
Fire/EMS Administration	0	234,790	175,380	1,906,430	711.97%	987.03%
Length of Service Award Program	0	398,000	398,000	1,585,000	298.24%	298.24%
Net New Funding For Fire and EMS	0	0	0	1,970,700	100.00%	100.00%
Volunteer Emergency Services Association	8,943,670	8,507,700	8,507,700	7,387,360	-13.17%	-13.17%
<b>Total Public Safety and Corrections Other</b>	<b>\$14,856,985</b>	<b>\$14,694,850</b>	<b>\$14,635,440</b>	<b>\$18,610,490</b>	<b>26.65%</b>	<b>27.16%</b>
<b>Total Without Benefits</b>	<b>\$13,532,140</b>	<b>\$13,989,820</b>	<b>\$13,930,410</b>	<b>\$16,543,620</b>	<b>18.25%</b>	<b>18.76%</b>

## Mission and Goals

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

## Highlights, Changes, and Useful Information

- In addition to direct funding, the County also provides varying levels of in-kind support to these organizations. All the organizations benefit from the County's emergency communication system. For Animal Control, the County provides health benefits, building maintenance, and building insurance. VESA receives radios and access to capital financing from the County's bonding authority.
- Beginning in FY 22, Carroll County will transition ambulance services previously provided by Carroll County Volunteer Emergency Services Association (VESA).

## Budget Changes

- FY 22 includes a replacement vehicle and a 3% operating increase for Animal Control.
- Fire/EMS Administration increases due to a transfer of costs from Volunteer Emergency Services Association.
- Length of Service Award Program (LOSAP) increases due to one-time funding of \$1.2M.
- Net New Funding for Fire and EMS will address the transition to a County-employed EMS 24/7 service, which begins in FY 22 and continues through FY 26, with multiple stations brought to County employment each year.
- Volunteer Emergency Services Association decreases due to the transfer of costs to Fire/EMS Administration, partially offset by one-time Self-Contained Breathing Apparatus (SCBA) for Westminster.

# Animal Control

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	313,423	0	0	0	0.00%	0.00%
Operating	942,712	897,180	897,180	964,100	7.46%	7.46%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$1,256,135</b>	<b>\$897,180</b>	<b>\$897,180</b>	<b>\$964,100</b>	<b>7.46%</b>	<b>7.46%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, 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

**Karen Baker, Executive Director**  
**Humane Society of Carroll County (410) 848-4810**  
**Heidi K. Pepin, Management and Budget Project**  
**Coordinator (410) 386-2082**  
<https://hscarroll.org/>

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

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

## Mission and Goals

To provide compassionate treatment of animals through adoption, population control, education, and protection.

### Goals include:

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

## Description

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

Operations are open Mondays through Saturdays, with varying daily hours. Citizens are encouraged to bring their animals to the shelter by appointment to provide pertinent information for the staff. There is no charge to bring an animal to the shelter. Pictures of stray animals and adoptable animals are available on the Humane Society's website for the public's convenience.

Animal Control Officers investigate all complaints of cruelty and neglect of 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, as well as online license sales available.

## Program Highlights

During calendar year 2020:

- Maintained over 95% live release rate
- Sprayed/neutered over 2,000 Carroll County farm cats through CatSnip program
- Partnered with Metro Ferals to increase spay/neuter services, offering free and low-cost services to Carroll County residents
- Provided over 150,000 lbs. of pet food and litter to citizens affected by COVID-19

## Budget Changes

A 3% increase and replacement vehicle are included in FY 22.



# EMS 24/7 Services

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	4,657,180	4,657,180	4,657,180	4,796,900	3.00%	3.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$4,657,180</b>	<b>\$4,657,180</b>	<b>\$4,657,180</b>	<b>\$4,796,900</b>	<b>3.00%</b>	<b>3.00%</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

**Bruce Fleming, President, VESA (443) 744-0579**  
**Taylor Hockensmith, Management and Budget Project**  
**Coordinator (410) 386-2082**  
<http://www.cevesa.org>

## Mission and Goals

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

## Description

The Carroll County Board of Commissioners established this budget in FY 04 to fund paid staff for medic units operated by 13 of the 14-member volunteer fire departments of the Carroll County Volunteer Emergency Services Association (VESA). The County funds the staffing of one paid medic unit at eleven of the fire companies, and two each at both the Sykesville-Freedom and Westminster companies.

Beginning in FY 22, Carroll County Government will transition employment station by station under Fire/EMS Administration. As stations transition, the allocation to EMS 24/7 Services, paid to VESA, will decrease to offset the County expenditure.

## Budget Changes

A 3% increase is included in FY 22.

# Fire/EMS Administration

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$192,500	\$137,320	\$146,080	-24.11%	6.38%
Benefits	0	30,590	26,360	21,180	-30.76%	-19.65%
Operating	0	9,700	9,700	1,739,170	17829.59%	17829.59%
Capital	0	2,000	2,000	0	-100.00%	-100.00%
<b>Total</b>	<b>\$0</b>	<b>\$234,790</b>	<b>\$175,380</b>	<b>\$1,906,430</b>	<b>711.97%</b>	<b>987.03%</b>
Employees FTE	0.00	2.00	2.00	55.13	-----	-----

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

## Contact

Vacant, Jr., Director of Fire/EMS (410) 386-2075  
 Taylor Hockensmith, Management and Budget Project  
 Coordinator (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/county-administrator/fire-and-emergency-services/>

## Mission and Goals

The mission of the Carroll County Maryland Fire/EMS Department is to preserve life and property, promote public safety and foster economic growth by meeting and exceeding our community's needs and expectations in any situation.

The department will provide prompt effective fire suppression, advanced emergency medical services, response to specialized rescues, natural disasters and will advance public safety through fire prevention, emergency planning, investigation and education.

## Description

Beginning in FY 22, Carroll County will transition ambulance services previously provided by Carroll County Volunteer Emergency Services Association (VESA). The transition begins in FY 22 and continues through FY 26, with multiple stations brought to County employment each year.

## Budget Changes

- A 5.55% salary increase is included in FY 22.
- Operating increases due to a transfer of utility and uniform costs from VESA.
- Capital decreases due to one-time funding in FY 21 for furniture.

# Length of Service Award Program

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	398,000	398,000	1,585,000	298.24%	298.24%
Operating	0	0	0	0	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	0	398,000	398,000	1,585,000	298.24%	298.24%
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  
 Taylor Hockensmith, Management and Budget Project  
 Coordinator (410) 386-2082

## Description

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

## Budget Changes

- The Board of Commissioners approved a 5-year plan to increase the base benefit by \$10/month from \$125/month in FY 17 to \$175/month in FY 22.
- An additional \$1.2M was included in FY 22 to improve the status of the fund.

# Volunteer Emergency Services Association

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	698,000	307,030	307,030	307,030	0.00%	0.00%
Operating	8,245,670	8,200,670	8,200,670	7,080,330	-13.66%	-13.66%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$8,943,670</b>	<b>\$8,507,700</b>	<b>\$8,507,700</b>	<b>\$7,387,360</b>	<b>-13.17%</b>	<b>-13.17%</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

**Bruce Fleming, President, VESA (443) 744-0579**  
**Taylor Hockensmith, Management and Budget Project**  
**Coordinator (410) 386-2082**  
<http://www.cvesa.org>

## Budget Changes

Operating decreases due to a transfer of utility and uniform costs to Fire/EMS Administration, partially offset by a 3% increase and one-time funding for Self-Contained Breathing Apparatus (SCBA) for Westminster.

## Mission and Goals

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

## Description

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

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

## Program Highlights

The 14 companies respond to fire calls, emergency medical services calls, rescue calls, and mutual aid calls. The following chart compares the number of calls by type over the past three years.

	CY 18	CY 19	CY 20
Fire	2,532	2,517	2,441
EMS	15,977	15,660	14,822
Rescue	1,144	1,088	833
Mutual Aid	2,250	2,159	1,968
<b>Total</b>	<b>21,903</b>	<b>21,424</b>	<b>20,114</b>

# *Public Works Appropriations*



# Public Works Summary

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Public Works Administration	\$1,077,348	\$542,020	\$598,680	\$603,440	11.33%	0.80%
Building Construction	333,300	334,550	319,520	329,350	-1.55%	3.08%
Engineering Administration	586,661	545,680	512,120	527,140	-3.40%	2.93%
Engineering - Construction Inspection	694,441	392,940	392,940	408,720	4.02%	4.02%
Engineering - Design	451,156	330,590	323,010	334,410	1.16%	3.53%
Engineering - Survey	303,250	258,190	255,950	250,850	-2.84%	-1.99%
Facilities	9,182,580	11,540,260	11,492,350	12,499,960	8.32%	8.77%
Fleet Management	2,819,956	7,703,160	7,656,000	7,885,910	2.37%	3.00%
Permits and Inspections	2,030,205	1,407,170	1,388,810	1,441,130	2.41%	3.77%
Roads Operations	10,424,221	7,205,650	7,141,030	7,569,090	5.04%	5.99%
Storm Emergencies	637,578	2,167,160	2,167,160	2,201,160	1.57%	1.57%
Traffic Control	249,955	356,000	356,000	350,320	-1.60%	-1.60%
Transit Administration	226,960	141,670	141,670	33,220	-76.55%	-76.55%
Veteran Transit Services	94,831	125,300	125,300	133,780	6.77%	6.77%
<b>Total Public Works</b>	<b>\$29,112,441</b>	<b>\$33,050,340</b>	<b>\$32,870,540</b>	<b>\$34,568,480</b>	<b>4.59%</b>	<b>5.17%</b>
<b>Total Without Benefits</b>	<b>\$21,067,958</b>	<b>\$31,584,520</b>	<b>\$31,418,510</b>	<b>\$32,920,769</b>	<b>4.23%</b>	<b>4.78%</b>

## Mission and Goals

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

### Goals include:

- Ensure a safe and viable Airport facility
- Ensure and protect the health, safety, convenience, and enjoyment of the citizens using County facilities
- Provide safe and reliable facilities, equipment, and vehicles to all County agencies and other agencies in a cost-effective manner
- Maintain the network of County roads
- Provide and maintain adequate water and sanitary sewer systems to serve the citizens of Carroll County
- Explore long-range alternatives for the collection and disposal of solid waste
- Provide dependable and affordable transit services to County residents and veterans

## Highlights, Changes, and Useful Information

The Department of Public Works supports County Government operations, as well as many other agencies.

### Budget Changes

- Overall decrease from FY 21 Original to Adjusted due to employee turnover and elimination of a position in Fleet Management, partially offset by a position transfer from County Attorney to Public Works Administration.
- Facilities increases due to the prepayment of a ten-year lease and space modifications at North Carroll High.
- A portion of Transit Administration, including a full-time position, will be covered in the Grant Fund in FY 22.

# Public Works Administration

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$403,504	\$422,590	\$475,230	\$501,540	18.68%	5.54%
Benefits	589,768	80,060	84,080	68,870	-13.98%	-18.09%
Operating	46,588	35,370	35,370	33,030	-6.62%	-6.62%
Capital	37,488	4,000	4,000	0	-100.00%	-100.00%
<b>Total</b>	<b>\$1,077,348</b>	<b>\$542,020</b>	<b>\$598,680</b>	<b>\$603,440</b>	<b>11.33%</b>	<b>0.80%</b>
<b>Total Without Benefits</b>	<b>\$487,580</b>	<b>\$461,960</b>	<b>\$514,600</b>	<b>\$534,570</b>	<b>15.72%</b>	<b>3.88%</b>
<b>Employees FTE</b>	<b>5.60</b>	<b>5.60</b>	<b>6.60</b>	<b>6.60</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Jeffrey D. Castonguay, Director (410) 386-2248  
 Chizuko Godwin, Senior Budget Analyst (410) 386-2082  
<https://www.carrollcountymd.gov/government/directory/public-works/>

## Mission and Goals

To provide timely service and projects proceeding on schedule and completed with cost-effective service delivery.

### Goals include:

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

## Description

The Director of Public Works oversees the following:

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

## Budget Changes

- The increase from FY 21 Original to Adjusted is due to a position transfer from County Attorney.
- A 5.55% salary increase is included in FY 22.
- Operating decreases due to one-time dam inspection funding and testing fees in FY 21, partially offset by increased computer supplies associated with a position transfer.
- Capital Outlay decreases due to one-time furniture replacement in FY 21.



# Building Construction

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$229,541	\$268,860	\$254,900	\$268,980	0.04%	5.52%
Benefits	92,796	41,050	39,980	36,830	-10.28%	-7.88%
Operating	10,756	24,640	24,640	23,540	-4.46%	-4.46%
Capital	207	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$333,300</b>	<b>\$334,550</b>	<b>\$319,520</b>	<b>\$329,350</b>	<b>-1.55%</b>	<b>3.08%</b>
<b>Total Without Benefits</b>	<b>\$240,503</b>	<b>\$293,500</b>	<b>\$279,540</b>	<b>\$292,520</b>	<b>-0.33%</b>	<b>4.64%</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: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**Jeffrey D. Castonguay, Director (410) 386-2248**  
**Chizuko Godwin, Senior Budget Analyst (410) 386-2082**  
<https://www.carrollcountymd.gov/government/directory/public-works/building-construction/>

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover.
- A 5.55% salary increase is included in FY 22.
- Operating decreases for a reduction in subscriptions.

## Mission and Goals

To design and construct buildings that are economical to maintain over time and serve the needs of County user agencies and citizens.

## Goals include:

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

## Description

The Bureau of Building Construction oversees the design, construction, and contracts for many Carroll County capital construction projects. The 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

Construction management projects include:

- Charles Carroll Gymnasium and Community Center
- Farm Museum Renovations
- Public Safety Training Center
- Union Mills Homestead Restoration
- Westminster Library – Exploration Commons

# Engineering Administration

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$369,637	\$349,020	\$318,160	\$335,810	-3.78%	5.55%
Benefits	194,066	54,090	51,390	46,110	-14.75%	-10.27%
Operating	22,298	142,570	142,570	145,220	1.86%	1.86%
Capital	660	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$586,661</b>	<b>\$545,680</b>	<b>\$512,120</b>	<b>\$527,140</b>	<b>-3.40%</b>	<b>2.93%</b>
<b>Total Without Benefits</b>	<b>\$392,595</b>	<b>\$491,590</b>	<b>\$460,730</b>	<b>\$481,030</b>	<b>-2.15%</b>	<b>4.41%</b>
<b>Employees FTE</b>	<b>4.75</b>	<b>4.75</b>	<b>4.75</b>	<b>4.75</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

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

Heidi K. Pepin, Management and Budget Project

Coordinator (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/public-works/engineering/>

## 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, and storm drains.

### Goals include:

- Maintain accurate accounting of spending for operating and capital budgets
- Provide pre-qualification of contractors to ensure compliance with industry construction standards
- Review and process pre-qualification applications/renewals in 20 days 90% of the time
- Update the GIS layers with data collected, from the field or gathered in another fashion, within five days
- Provide information to the general public about community investment projects via project information letters, press releases, and the County website

## Description

Engineering Administration directs the operations of the following divisions:

- Construction Inspection
- Design
- Survey

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

- Bridges
- Roads
- Drainage structure

## Program Highlights

- During 2020, the Bureau administered two pavement management projects, two pipe culvert and storm drain preservation projects, one sidewalk improvement project, and a bridge replacement project.
- GIS staff worked on data input, updates, and analysis in 2020 for Traffic Engineering, Roads, and Utilities. All requests were uploaded and checked into the GIS system within the five-day timeframe.
- Disseminated over 1,200 project information flyers to property owners relating to the two paving projects and one sidewalk upgrade project for 2019.
- Traffic Engineer reviewed and processed 18 special roadway usage applications, 25 sight distance variance requests, 22 signing and marking changes/upgrades, and answered general citizen questions.

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover.
- A 5.55% salary increase is included in FY 22.

# Engineering Construction Inspection

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$329,940	\$336,580	\$336,580	\$355,260	5.55%	5.55%
Benefits	214,985	50,810	50,810	47,810	-5.90%	-5.90%
Operating	104,791	5,550	5,550	5,650	1.80%	1.80%
Capital	44,726	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$694,441</b>	<b>\$392,940</b>	<b>\$392,940</b>	<b>\$408,720</b>	<b>4.02%</b>	<b>4.02%</b>
<b>Total Without Benefits</b>	<b>\$479,456</b>	<b>\$342,130</b>	<b>\$342,130</b>	<b>\$360,910</b>	<b>5.49%</b>	<b>5.49%</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: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

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

<https://www.carrollcountymd.gov/government/directory/public-works/engineering/construction-inspection-division/>

## Mission and Goals

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 within budget 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

## 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.

## Program Highlights

This division inspected the following projects in 2020:

- Overlay projects on 39 roadways, consisting of more than 35 miles
- Fifty-seven pipe culvert crossing rehabilitations/replacements
- ADA Sidewalk upgrades at 20 locations

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

- Caple Ridge
- Castle Farms
- Hidden Creek
- Klees Mill Overlook
- Morgan Creek
- Rustic Rising
- Skiba Farms

## Budget Changes

A 5.55% salary increase is included in FY 22.

# Engineering Design

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$273,764	\$278,890	\$272,470	\$287,590	3.12%	5.55%
Benefits	174,073	44,250	43,090	39,540	-10.64%	-8.24%
Operating	2,912	7,450	7,450	7,280	-2.28%	-2.28%
Capital	407	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$451,156</b>	<b>\$330,590</b>	<b>\$323,010</b>	<b>\$334,410</b>	<b>1.16%</b>	<b>3.53%</b>
<b>Total Without Benefits</b>	<b>\$277,083</b>	<b>\$286,340</b>	<b>\$279,920</b>	<b>\$294,870</b>	<b>2.98%</b>	<b>5.34%</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: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

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

<https://www.carrollcountymd.gov/government/directory/public-works/engineering/>

## Mission and Goals

To provide high-quality engineering and project management for building a sound infrastructure of roads, bridges, and drainage systems.

### Goals include:

- Prepare accurate, buildable construction drawings, specifications, and cost estimates
- Maintain the roadway network Pavement Condition Index (PCI) within a satisfactory range of 71 to 85
- Decrease the number of bridge structures with a Bridge 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 award of contract.

## Program Highlights

- During 2020, the bureau designed, advertised, and awarded two pavement management projects, two pipe culvert and storm drain preservation projects, and one bridge replacement contract.
- During 2020, approximately 34 miles of roadway were resurfaced, and 45 pipe culverts and storm drain sections were repaired or replaced.

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to salary adjustments.
- A 5.55% salary increase is included in FY 22.
- Operating decreases due to a reduction in professional development.

# Engineering Survey

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$137,570	\$203,030	\$200,950	\$212,100	4.47%	5.55%
Benefits	142,524	32,260	32,100	29,170	-9.58%	-9.13%
Operating	23,156	8,900	8,900	9,580	7.64%	7.64%
Capital	0	14,000	14,000	0	-100.00%	-100.00%
<b>Total</b>	<b>\$303,250</b>	<b>\$258,190</b>	<b>\$255,950</b>	<b>\$250,850</b>	<b>-2.84%</b>	<b>-1.99%</b>
<b>Total Without Benefits</b>	<b>\$160,726</b>	<b>\$225,930</b>	<b>\$223,850</b>	<b>\$221,680</b>	<b>-1.88%</b>	<b>-0.97%</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: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Jeffrey D. Castonguay, Director (410) 386-2248  
 Heidi K. Pepin, Management and Budget Project  
 Coordinator (410) 386-2082  
<https://www.carrollcountymd.gov/government/directory/public-works/engineering/survey-control-network/>

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover.
- A 5.55% salary increase is included in FY 22.
- Operating increases for replacement uniform costs.
- Capital decreases for the one-time purchase of a replacement survey instrument in FY 21.

## Mission and Goals

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, with over 1,950 monuments in the network. All projects requiring County review must be based on one of these survey control points.

## Program Highlights

In 2020, Engineering Survey performed 115 surveys. The Bureaus of Resource Management, Engineering, and Roads Operations account for the majority of the workload.

# Facilities

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$2,428,777	\$2,665,640	\$2,620,300	\$2,771,840	3.98%	5.78%
Benefits	1,862,708	268,250	264,780	389,550	45.22%	47.12%
Operating	4,724,550	8,476,300	8,477,200	9,172,899	8.22%	8.21%
Capital	166,546	130,070	130,070	\$165,670	27.37%	27.37%
<b>Total</b>	<b>\$9,182,580</b>	<b>\$11,540,260</b>	<b>\$11,492,350</b>	<b>\$12,499,960</b>	<b>8.32%</b>	<b>8.77%</b>
<b>Total Without Benefits</b>	<b>\$7,319,872</b>	<b>\$11,272,010</b>	<b>\$11,227,570</b>	<b>\$12,110,409</b>	<b>7.44%</b>	<b>7.86%</b>
Employees FTE	60.00	60.00	60.00	60.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and 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. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Jeffrey D. Castonguay, Director (410) 386-2248  
 Chizuko Godwin, Senior Budget Analyst (410) 386-2082  
<https://www.carrollcountymd.gov/government/directory/public-works/facilities/>

## Mission and Goals

To maintain a clean, orderly, and attractive appearance of grounds, structures, and facilities.

### Goals include:

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

## Description

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

The Bureau maintains and manages all of the grounds at County buildings, parks, and other County properties including those purchased for future use. This includes:

- Turf and landscape
- Woodlands
- Stormwater and recreational ponds
- Snow removal
- Rental management
- Construction and remodeling
- Athletic fields

## Program Highlights

Recent projects include:

- Office of Permits and Inspections Renovation
- Renovation of the Westminster Senior Center Dining Room
- Replacement of air handler units and cooling tower at the Courthouse Annex

## Budget Changes

- The personnel decrease from FY 21 Original to Adjusted is due to employee turnover.
- A 5.55% salary increase is included in FY 22.
- Operating increases due to the prepayment of a ten-year lease at North Carroll High, partially offset by the elimination of building maintenance and the transfer of vendor services to Recreation and Parks Administration.
- Capital increases due to space modifications at North Carroll High.

# Fleet Management

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$1,165,216	\$1,190,150	\$1,146,350	\$1,205,520	1.29%	5.16%
Benefits	815,722	182,660	179,300	162,170	-11.22%	-9.55%
Operating	1,767,089	3,974,850	3,974,850	3,862,720	-2.82%	-2.82%
Capital	(928,071)	2,355,500	2,355,500	2,655,500	12.74%	12.74%
<b>Total</b>	<b>\$2,819,956</b>	<b>\$7,703,160</b>	<b>\$7,656,000</b>	<b>\$7,885,910</b>	<b>2.37%</b>	<b>3.00%</b>
<b>Total Without Benefits</b>	<b>\$2,004,234</b>	<b>\$7,520,500</b>	<b>\$7,476,700</b>	<b>\$7,723,740</b>	<b>2.70%</b>	<b>3.30%</b>
Employees FTE	24.00	24.00	23.00	23.00	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Jeffrey D. Castonguay, Director (410) 386-2248  
 Stephanie R. Krome, Senior Budget Analyst (410) 386-2082  
<https://www.carrollcountymd.gov/government/directory/public-works/fleet-managementwarehouse/>

## Mission and Goals

To 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 preventive maintenance
- Provide guidance and information to agencies seeking new and replacement vehicles

## Description

Fleet Management provides preventive 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 17	FY 18	FY 19	FY 20
\$1,045,472	\$1,021,889	\$1,045,861	\$857,183

In FY 20, the Board of Commissioners increased the maintenance rate per hour from \$45 to \$55. The rate increases by another \$5 per hour in FY 22 from \$55 per hour to \$60 per hour.

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to the elimination of a position.
- A 5.55% salary increase is included in FY 22.
- Operating decreases due to a reduction in fuel usage.
- Capital includes the following replacement vehicles and equipment:

Replacement Type	Number	Amount
Ambulance	1	\$210,000
Box Truck	1	36,000
Corrections SUVs	2	86,000
Dump Trucks	3	609,000
Law Enforcement SUVs	20	1,100,000
Mowers	3	43,000
Pickup Trucks	7	264,500
Sedans	2	46,000
Skidloader	1	60,000
SUVs	3	72,000
Tractor	1	85,000
Trailer	1	5,000
Vans	2	97,000
<b>Total</b>	<b>47</b>	<b>\$2,713,500</b>

- Capital includes the following additional vehicles and equipment:

Additional Type	Number	Amount
Mini Excavator	1	\$62,000
<b>Total</b>	<b>1</b>	<b>\$62,000</b>

# Permits and Inspections

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$1,219,263	\$1,188,940	\$1,171,880	\$1,236,780	4.02%	5.54%
Benefits	757,414	186,120	184,820	167,790	-9.85%	-9.21%
Operating	53,527	32,110	32,110	36,560	13.86%	13.86%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$2,030,205</b>	<b>\$1,407,170</b>	<b>\$1,388,810</b>	<b>\$1,441,130</b>	<b>2.41%</b>	<b>3.77%</b>
<b>Total Without Benefits</b>	<b>\$1,272,791</b>	<b>\$1,221,050</b>	<b>\$1,203,990</b>	<b>\$1,273,340</b>	<b>4.28%</b>	<b>5.76%</b>
<b>Employees FTE</b>	<b>23.60</b>	<b>23.60</b>	<b>23.60</b>	<b>23.60</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Jeffrey D. Castonguay, Director (410) 386-2248  
 Chizuko Godwin, Senior Budget Analyst (410) 386-2082  
<https://www.carrollcountymd.gov/government/directory/public-works/permits-inspections/>

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover.
- A 5.55% salary increase is included in FY 22.
- Operating increases due to the planned triennial code book purchase.

## Mission and Goals

To provide efficient, effective, and courteous service to the citizens of Carroll County while complying with all laws and ordinances.

## Goals include:

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

## Description

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

## Program Highlights

Permits Issued	2018	2019	2020
Residential	308	355	346
Commercial	198	284	218
Building Improvement	1,755	1,627	1,741
Farm	31	22	30
<b>Total</b>	<b>2,292</b>	<b>2,288</b>	<b>2,335</b>



# Roads Operations

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$3,876,944	\$4,354,830	\$4,294,800	\$4,533,960	4.11%	5.57%
Benefits	3,161,464	513,830	509,240	655,860	27.64%	28.79%
Operating	2,574,005	2,327,590	2,327,590	2,349,270	0.93%	0.93%
Capital	811,808	9,400	9,400	30,000	219.15%	219.15%
<b>Total</b>	<b>\$10,424,221</b>	<b>\$7,205,650</b>	<b>\$7,141,030</b>	<b>\$7,569,090</b>	<b>5.04%</b>	<b>5.99%</b>
<b>Total Without Benefits</b>	<b>\$7,262,757</b>	<b>\$6,691,820</b>	<b>\$6,631,790</b>	<b>\$6,913,230</b>	<b>3.31%</b>	<b>4.24%</b>
<b>Employees FTE</b>	<b>107.90</b>	<b>107.90</b>	<b>107.90</b>	<b>107.40</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, 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

Jeffrey D. Castonguay, Director (410) 386-2248  
 Heidi K. Pepin, Management and Budget Project  
 Coordinator (410) 386-2082  
<https://www.carrollcountymd.gov/government/directory/public-works/roads-operations/>

## Mission and Goals

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

## Goals include:

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

## Description

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

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

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover and the elimination of a part-time administrative position.
- A 5.55% salary increase is included in FY 22.
- Benefits increase due to one-time Pension reduction in FY 21, offset by pension increase in the Corrections budget.
- Capital increases due to the purchase of a grader attachment in FY 22.

# Storm Emergencies

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$149,575	\$514,260	\$514,260	\$529,690	3.00%	3.00%
Benefits	92	0	0	0	0.00%	0.00%
Operating	472,160	1,637,900	1,637,900	1,661,470	1.44%	1.44%
Capital	15,751	15,000	15,000	10,000	-33.33%	-33.33%
<b>Total</b>	<b>\$637,578</b>	<b>\$2,167,160</b>	<b>\$2,167,160</b>	<b>\$2,201,160</b>	<b>1.57%</b>	<b>1.57%</b>
<b>Total Without Benefits</b>	<b>\$637,486</b>	<b>\$2,167,160</b>	<b>\$2,167,160</b>	<b>\$2,201,160</b>	<b>1.57%</b>	<b>1.57%</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: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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

<https://www.carrollcountymd.gov/government/directory/public-works/roads-operations/>

## Mission

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

## Description

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

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

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

## Budget Changes

- Operating increases due to an anticipated increase in salt prices.
- Capital decreases for a replacement brine tank purchase in FY 21.

# Traffic Control

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	249,395	328,200	328,200	348,200	6.09%	6.09%
Capital	560	27,800	27,800	2,120	-92.37%	-92.37%
<b>Total</b>	<b>\$249,955</b>	<b>\$356,000</b>	<b>\$356,000</b>	<b>\$350,320</b>	<b>-1.60%</b>	<b>-1.60%</b>
<b>Total Without Benefits</b>	<b>\$249,955</b>	<b>\$356,000</b>	<b>\$356,000</b>	<b>\$350,320</b>	<b>-1.60%</b>	<b>-1.60%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

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

<https://www.carrollcountymd.gov/government/directory/public-works/roads-operations/>

## Budget Changes

- Operating increases due to traffic paint costs.
- Capital decreases due to the purchase of replacement traffic counters in FY 21.

## 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 a reasonable schedule of re-striping and replacing road markings.

## Description

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

- Centerlines
- Edge lines
- Crosswalks
- Turn lanes

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

- Replacement
- Repair
- Cleaning
- Creation
- Installation

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

# Transit Administration

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$80,334	\$78,780	\$78,780	\$29,210	-62.92%	-62.92%
Benefits	38,871	12,440	12,440	4,010	-67.77%	-67.77%
Operating	107,755	50,450	50,450	0	-100.00%	-100.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$226,960	\$141,670	\$141,670	\$33,220	-76.55%	-76.55%
<b>Total Without Benefits</b>	\$188,089	\$129,230	\$129,230	\$29,210	-77.40%	-77.40%
<b>Employees FTE</b>	1.35	1.35	1.35	0.35	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, 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

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

Heidi K. Pepin, Management and Budget Project

Coordinator (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/public-works/transit/>

## Mission

To provide dependable and affordable transit services to County citizens.

## Description

The funds allocated to this budget cover the administrative costs of the transit grants and programs.

## Budget Changes

In FY 22, a portion of Transit Administration, including a full-time position, will be covered in the Grant Fund.

## Total Funding

Department	Estimated Cost
Transit Administration	\$33,220
Cash Match for Grants	87,880
Federal/State Grants	2,804,921
<b>Total</b>	<b>\$2,926,021</b>

For additional information on the transit program and the transit grants, see the Public Works Transit page in the Grant Fund.

# Veteran Transit Services

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	94,831	125,300	125,300	133,780	6.77%	6.77%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$94,831</b>	<b>\$125,300</b>	<b>\$125,300</b>	<b>\$133,780</b>	<b>6.77%</b>	<b>6.77%</b>
<b>Total Without Benefits</b>	<b>\$94,831</b>	<b>\$125,300</b>	<b>\$125,300</b>	<b>\$133,780</b>	<b>6.77%</b>	<b>6.77%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Jeffrey D. Castonguay, Director of Public Works  
(410) 386-2248

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

## Mission

To provide dependable and affordable transit services to County veterans.

## Description

The funds allocated to this budget are to cover the costs of a contractual vendor providing veterans with transportation to the following Veterans Affairs locations:

- North Greene Street, Baltimore
- Loch Raven Boulevard, Baltimore
- Fort Detrick, Frederick
- Martinsburg, West Virginia

All requests for transportation to new locations must be approved prior to providing service.

Staff who provide oversight for the Veterans Transit Services contract are included in Transit Administration.

## Budget Changes

Operating increases due to the hourly rate for the contractual vendor service.



# *Citizen Services Appropriations*





# Citizen Services Summary

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Citizen Services Administration	\$459,944	\$346,130	\$328,200	\$339,870	-1.81%	3.56%
Aging and Disabilities	1,683,714	1,249,680	1,242,590	1,272,370	1.82%	2.40%
Recovery Support Services	405,897	411,940	411,940	115,280	-72.02%	-72.02%
<b>Total Citizen Services</b>	<b>\$2,549,555</b>	<b>\$2,007,750</b>	<b>\$1,982,730</b>	<b>\$1,727,520</b>	<b>-13.96%</b>	<b>-12.87%</b>

<b>Total Without Benefits</b>	<b>\$1,761,930</b>	<b>\$1,823,910</b>	<b>\$1,808,750</b>	<b>\$1,562,620</b>	<b>-14.33%</b>	<b>-13.61%</b>
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	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Access Carroll	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	0.00%
The Arc Carroll County	270,800	270,800	270,800	276,220	2.00%	2.00%
Penn-Mar Human Services	265,540	265,540	265,540	270,850	2.00%	2.00%
Springboard Community Services	392,070	392,070	392,070	403,830	3.00%	3.00%
Flying Colors of Success	46,640	46,640	46,640	48,970	5.00%	5.00%
Human Services Program	1,217,310	1,217,310	1,217,310	1,241,660	2.00%	2.00%
Sheppard Pratt	109,760	109,760	109,760	111,960	2.00%	2.00%
Rape Crisis Intervention Services	168,630	168,630	168,630	177,060	5.00%	5.00%
Target Community and Educational Services	270,800	270,800	270,800	276,220	2.00%	2.00%
Youth Service Bureau	1,070,390	1,070,390	1,070,390	1,166,800	9.01%	9.01%
<b>Total Citizen Services Non-Profits</b>	<b>\$3,831,940</b>	<b>\$3,831,940</b>	<b>\$3,831,940</b>	<b>\$3,993,570</b>	<b>4.22%</b>	<b>4.22%</b>

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Health Department	\$3,601,730	\$3,601,730	\$3,601,730	\$3,709,780	3.00%	3.00%
Social Services	20,000	20,000	20,000	20,000	0.00%	0.00%
<b>Total Citizen Services State</b>	<b>\$3,621,730</b>	<b>\$3,621,730</b>	<b>\$3,621,730</b>	<b>\$3,729,780</b>	<b>2.98%</b>	<b>2.98%</b>

<b>Total Citizen Services</b>	<b>\$10,003,225</b>	<b>\$9,461,420</b>	<b>\$9,436,400</b>	<b>\$9,450,870</b>	<b>-0.11%</b>	<b>0.15%</b>
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<b>Total Without Benefits</b>	<b>\$9,215,600</b>	<b>\$9,277,580</b>	<b>\$9,262,420</b>	<b>\$9,285,970</b>	<b>0.09%</b>	<b>0.25%</b>
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# **Citizen Services**



# Citizen Services Summary

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	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Citizen Services Administration	\$459,944	\$346,130	\$328,200	\$339,870	-1.81%	3.56%
Aging and Disabilities	1,683,714	1,249,680	1,242,590	1,272,370	1.82%	2.40%
Recovery Support Services	405,897	411,940	411,940	115,280	-72.02%	-72.02%
<b>Total Citizen Services</b>	<b>\$2,549,555</b>	<b>\$2,007,750</b>	<b>\$1,982,730</b>	<b>\$1,727,520</b>	<b>-13.96%</b>	<b>-12.87%</b>
<b>Total Without Benefits</b>	<b>\$1,761,930</b>	<b>\$1,823,910</b>	<b>\$1,808,750</b>	<b>\$1,562,620</b>	<b>-14.33%</b>	<b>-13.61%</b>

## Mission and Goals

To provide individuals and families with information, programs, and services that focus on sustaining and enhancing 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 15	FY 16	FY 17	FY 18	FY 19	FY 20
Meals served	37,124	39,374	38,781	36,809	33,622	13,989
Older Adults registered at Senior Community Centers	5,556	4,856	4,932	5,663	4,932	3,868
Income Tax Forms prepared by AARP at Bureau	1,255	1,211	1,093	2,337	1,460	787

Services provided through Veterans Services	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
Number of People Served (unduplicated)	721	760	795	825	857	537
Home and Community Based Service Program	5	5	6	7	7	6
Veterans Transportation Shuttle Program	129	204	281	323	372	425

## Budget Changes

- The overall Citizen Services decrease from FY 21 Original to Adjusted is due to employee turnover.
- The overall Citizen Services decrease from FY 21 to FY 22 is due to grant funds available to support triage beds at Recovery Support Services.

# Citizen Services Administration

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$272,636	\$273,990	\$263,340	\$276,620	0.96%	5.04%
Benefits	157,639	43,350	36,070	37,960	-12.43%	5.24%
Operating	12,448	28,790	28,790	25,290	-12.16%	-12.16%
Capital	17,220	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$459,944</b>	<b>\$346,130</b>	<b>\$328,200</b>	<b>\$339,870</b>	<b>-1.81%</b>	<b>3.56%</b>
<b>Total Without Benefits</b>	<b>\$302,304</b>	<b>\$302,780</b>	<b>\$292,130</b>	<b>\$301,910</b>	<b>-0.29%</b>	<b>3.35%</b>
<b>Employees FTE</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>4.50</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Celene Steckel, Director (410) 386-3600

Stephanie R. Krome, Senior Budget Analyst (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/citizen-services/>

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover.
- A 5.55% salary increase is included in FY 22.
- Operating decreases due to a reduction to Cold Weather Shelter staffing.

## Mission and Goals

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

### Goals include:

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

## Description

The Department of Citizen Services administers:

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

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

- Access Carroll
- The Arc Carroll County
- Penn-Mar Services
- Springboard Community Services
- Flying Colors of Success
- Human Services Program
- Sheppard Pratt
- Rape Crisis Intervention Services
- Social Services
- Target Community and Education Services
- Youth Services Bureau

# Aging and Disabilities

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$898,464	\$928,070	\$923,560	\$961,890	3.64%	4.15%
Benefits	629,985	140,490	137,910	126,940	-9.64%	-7.95%
Operating	137,603	175,120	175,120	177,540	1.38%	1.38%
Capital	17,662	6,000	6,000	6,000	0.00%	0.00%
<b>Total</b>	<b>\$1,683,714</b>	<b>\$1,249,680</b>	<b>\$1,242,590</b>	<b>\$1,272,370</b>	<b>1.82%</b>	<b>2.40%</b>
<b>Total Without Benefits</b>	<b>\$1,053,729</b>	<b>\$1,109,190</b>	<b>\$1,104,680</b>	<b>\$1,145,430</b>	<b>3.27%</b>	<b>3.69%</b>
<b>Employees FTE</b>	<b>21.32</b>	<b>21.32</b>	<b>21.32</b>	<b>21.12</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**Celene Steckel, Director (410) 386-3600**

**Stephanie R. Krome, Senior Budget Analyst (410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/citizen-services/bureau-of-aging-disabilities/>

## Mission and Goals

To provide 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 (MAP) 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. Federal, State, and County funding support the programs which provide essential services for Carroll County:

- Information and Assistance
- Senior Assisted Living Group Home Subsidy
- Senior Care – Nursing Home Diversion Program
- Senior Health Insurance Program
- Senior Medicare Patrol
- Transportation Assistance
- Comprehensive Case Management and Supports Planning
- 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

- Chronic Disease Self-Management Program
- Veterans Services
- Veterans Transit Services

## Program Highlights

In FY 20:

- Carroll County is a site for MAP and served 794 people. 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.
- Veterans Services staff provided guidance and assistance to 537 Veterans applying for veterans' benefits.
- Staff provided assistance with Medicare and other senior health care services to 2,045 seniors.
- The five senior centers served 3,868 individuals.
- 1,321 older adults participated in classes and 13,989 meals were served.

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover.
- Personnel increases due to a 5.55% salary increase, partially offset by personnel allocation changes to Aging and Disabilities Grants.
- Operating increases due to one-time expenses in FY 22.

# Recovery Support Services

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	390,067	406,940	406,940	100,280	-75.36%	-75.36%
Capital	15,830	5,000	5,000	15,000	200.00%	200.00%
<b>Total</b>	<b>\$405,897</b>	<b>\$411,940</b>	<b>\$411,940</b>	<b>\$115,280</b>	<b>-72.02%</b>	<b>-72.02%</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

**Celene Steckel, Director (410) 386-3600**

**Stephanie R. Krome, Senior Budget Analyst (410) 386-2082**

<http://cchd.maryland.gov/recovery-support-services-rss/>

## Mission and Goals

To provide treatment and triage service for 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:

Improve quality of life by providing an integrated network of comprehensive, effective, and efficient behavioral health services that foster self-sufficiency, dignity, and respect

## Description

This program provides a residential treatment center offering substance use and co-occurring treatment services to adults in Carroll County and surrounding jurisdictions. The program can provide American Society of Addiction Medicine levels of care III.1 – III.5 to up to 42 individuals at time, as well as 6 triage beds. Carroll County Government provides funding for the 6 triage beds while Medicaid billing funds the level III.1 – III.5 treatment. In FY 22, as with FY 20 and 21, the Carroll County Health Department is utilizing a grant to pay for triage bed usage.

## Budget Changes

- Operating decreases due to grant funds available to support triage beds.
- Capital increases for planned appliance replacement.



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## **Citizen Services Non-Profits**



# Citizen Services Non-Profits Summary

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	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Access Carroll	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	0.00%
The Arc Carroll County	270,800	270,800	270,800	276,220	2.00%	2.00%
Penn-Mar Human Services	265,540	265,540	265,540	270,850	2.00%	2.00%
Springboard Community Services	392,070	392,070	392,070	403,830	3.00%	3.00%
Flying Colors of Success	46,640	46,640	46,640	48,970	5.00%	5.00%
Human Services Program	1,217,310	1,217,310	1,217,310	1,241,660	2.00%	2.00%
Sheppard Pratt	109,760	109,760	109,760	111,960	2.00%	2.00%
Rape Crisis Intervention Services	168,630	168,630	168,630	177,060	5.00%	5.00%
Target Community and Educational Services	270,800	270,800	270,800	276,220	2.00%	2.00%
Youth Service Bureau	1,070,390	1,070,390	1,070,390	1,166,800	9.01%	9.01%
<b>Total Citizen Services Non-Profits</b>	<b>\$3,831,940</b>	<b>\$3,831,940</b>	<b>\$3,831,940</b>	<b>\$3,993,570</b>	<b>4.22%</b>	<b>4.22%</b>

## Mission and Goals

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

## Goals include:

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

## Highlights, Changes, and Useful Information

These 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

Additional funding of \$75,000 is included in Youth Service Bureau for substance abuse treatment. This is the final year of a multi-year funding plan for substance abuse treatment programs.

# Access Carroll

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
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: 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**  
**Ashleigh Smith, Budget Analyst (410) 386-2082**  
<http://www.accesscarroll.org/>

## Mission and Goals

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

### Goals include:

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

## Description

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

- Medication assistance
- Laboratory testing
- Radiology testing
- Referrals to specialists
- Family dental services
- Individual, Group and Family Counseling
- Health Exchange and Medicaid insurance enrollment and Navigation

In addition to the direct contribution of \$20,000, the County provides Access Carroll with \$270,000 of in-kind services through building space and utilities at the Citizen Services Distillery Building.

## Program Highlights

- Access Carroll served 9,264 individual patients, including 887 new clients, in FY 20.
- During the COVID-19, Access Carroll operated an Emergency Medical Respite where patients were offered integrated community services through a housing first model.

# The Arc Carroll County

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	270,800	270,800	270,800	276,220	2.00%	2.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$270,800</b>	<b>\$270,800</b>	<b>\$270,800</b>	<b>\$276,220</b>	<b>2.00%</b>	<b>2.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

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

## Mission and Goals

To support the efforts of people with intellectual and developmental disabilities in their individual pursuit of fulfilling life.

### Goals include:

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

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

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

## Program Highlights

- In FY 20, 185 individuals were served by various programs.
- The Arc began providing virtual services in FY 20.

## Budget Changes

A 2% increase is included.

# Penn-Mar Human Services

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	265,540	265,540	265,540	270,850	2.00%	2.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$265,540</b>	<b>\$265,540</b>	<b>\$265,540</b>	<b>\$270,850</b>	<b>2.00%</b>	<b>2.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Jennifer Mettrick, Chief Strategy Officer (410) 876-2179  
 Ashleigh Smith, Budget (410) 386-2082  
<http://www.penn-mar.org/>

## Mission and Goals

To turn life into living for individuals, families, our staff and volunteers. Penn-Mar Human Services vision is to be a national leader impacting policy makers and organizations committed to supporting the transformation of life into living.

### Goals include:

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

## Description

Formerly known as CHANGE, Inc., Penn-Mar Human Services is a non-profit organization located at 115 Stoner Avenue, Westminster, MD, provides the following programs for individuals with developmental and intellectual disabilities:

- Day Habilitation with daily transportation
- Customized Employment Services
- Personal Supports
- Family and Individual Support Services
- Respite Inn

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

The Vocational Program provides clients with the opportunity to work 1:1 with a specially trained employment specialist in order

to determine the client's career path to aide in obtaining independent employment.

The Support team model is a holistic approach that focuses on a person's unique support needs, their vision of a "good life" and the goal to achieve their "good life". Geographically based support teams serve 25-30 individuals in the community setting for employment, volunteering and inclusion.

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

The Respite Inn provides temporary care for children and adults in a comfortable home-like environment.

## Program Highlights

- In FY 20, 200 individuals were served by various programs.
- Penn-Mar Human Services delivered extensive job development and social development curriculum virtually to adult and transitioning students to maintain services during the pandemic.

## Budget Changes

A 2% increase is included.

# Springboard Community Services

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	392,070	392,070	392,070	403,830	3.00%	3.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$392,070</b>	<b>\$392,070</b>	<b>\$392,070</b>	<b>\$403,830</b>	<b>3.00%</b>	<b>3.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Ernestina Simmons, (443)-865-8031  
 Ashleigh Smith, Budget Analyst (410) 386-2082  
<https://www.springboardmd.org/>

## Mission and Goals

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

### Goals include:

- Foster safety, resiliency, and stability for families impacted by crime and violence
- Expand capacity, infrastructure, and efficiency to increase the number of victims served, particularly those that are in special classes or who have been traditionally underserved
- Contribute to a more cohesive and streamlined victim services system that is more accessible and responsive
- Provide education and professional development opportunities for law enforcement, the court system, service providers, and the public about the devastating emotional, psychological, and physical effects that crime and violence have on victims and the options available to them.
- Provide safety and prevention of abuse to Carroll County's aging population by offering respite for caregivers and a safe place for the seniors in their family who need support to go during the day
- Provide general counseling services as requested by those in the community who are not able to connect to other mental health providers

## Description

Springboard Community Services (SCS), formerly known as Family and Children's Services (FCS) of Central Maryland is a private not for profit agency that has two locations it operates programming for Carroll County families. SCS operates the West End Place Adult Day Care at 7 School House Avenue, Westminster, MD. The Adult Day Care supports seniors and older adults who are unable to stay at home during the day. There are daily activities for client engagement and weekly trips available for client participation. A second location, 22 North Court Street, Westminster, MD, houses behavioral health and case management programs, provides specialized programs to victims of domestic violence, sexual assault, childhood sexual and physical abuse, and elder neglect and abuse.

The emphasis of the Family Violence Project is on developing and implementing strategies specifically intended to move families impacted by crime and violence from crisis and vulnerability to safety and stability. Carroll County services include, but are not limited to:

- Twenty-four hour hotline which provides emergency counseling, and sheltering at the Domestic Violence Program (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.
- First Step Projects provides outreach, with police accompaniment, as follow-up to 911 calls.
- Psychiatric evaluations, consultations, and ongoing treatment by board-certified psychiatrists.
- Court-ordered and voluntary programs including Abuser Intervention, Anger Management, and Appropriate Responses to Abuse.

## Program Highlights

- SCS served 1,451 individuals in FY 20.
- In FY 20, SCS raised the remaining \$1.0M for the West End Place Expansion project, which will provide additional space for shelters and senior housing.
- SCS received the highest level of re-accreditation from the Commission on Accreditation of Rehabilitation Facilities.
- SCS continues to collaborate with Carroll County Advocacy and Investigation Center (CCAIC) which allows for a coordinated community response to abuse and trauma.

## Budget Changes

A 3% increase is included.

# Flying Colors of Success

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	46,640	46,640	46,640	48,970	5.00%	5.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$46,640</b>	<b>\$46,640</b>	<b>\$46,640</b>	<b>\$48,970</b>	<b>5.00%</b>	<b>5.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

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

## Mission and Goals

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

### Goals include:

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

## Description

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

## Program Highlights

In FY 20, FCS, Inc. provided residential services to 28 individuals and day services to 7, for a total of 35 individuals.

## Budget Changes

A 5% increase is included.



# Human Services Program

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	1,217,310	1,217,310	1,217,310	1,241,660	2.00%	2.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$1,217,310</b>	<b>\$1,217,310</b>	<b>\$1,217,310</b>	<b>\$1,241,660</b>	<b>2.00%</b>	<b>2.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Scott Yard, Executive Director (410) 386-6620  
 Ashleigh Smith, Budget Analyst (410) 386-2082  
<http://www.hspinc.org/>

Constituents Served:

	Clients
FY 17	10,410
FY 18	13,228
FY 19	5,803
FY 20	6,925

## Mission and Goals

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

In addition to the direct contribution of \$1,241,660, the County provides Human Service Program with \$633,000 of estimated in-kind services through building space at the Citizen Services Distillery Building and the space provided for shelters.

## Goals include:

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

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

## Program Highlights

In FY 20:

- Cold Weather Shelter served 169 adults.
- Safe Haven Shelter served 55 adults.
- Family Shelter served 36 adults and 42 children.
- Men's Shelter served 23 adults.
- Coordinated Entry for Shelter & Housing Services served 435 participants, 329 Adults, 106 Children.
- Permanent Supportive Housing served 26 participants, 21 adults, and 5 children.
- Rapid Rehousing served 73 participants, 50 adults, and 23 children.
- 81 Evictions were prevented, and 177 Security Deposits were provided to avoid homelessness.
- Office of Home Energy Programs served 2,350 Households.
- The Family Support Center served 62 parents and 72 Children by providing Basic Life Skill, Health, Parent Education courses, and Child Development.
- Community garden served 791 pounds of produce to the community.
- Financial Education served 106 participants.
- Volunteer Income Tax Assistance completed 737 tax returns.

## Description

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

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

## Budget Changes

A 2% increase is included.

# Sheppard Pratt

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	109,760	109,760	109,760	111,960	2.00%	2.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$109,760</b>	<b>\$109,760</b>	<b>\$109,760</b>	<b>\$111,960</b>	<b>2.00%</b>	<b>2.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Daniel Young, Clinical Program Director (410) 751-5970**  
**Ashleigh Smith, Budget Analyst (410) 386-2082**  
<http://www.mosaicinc.org/>

## Mission and Goals

To improve the quality of life of individuals and families by compassionately serving their mental health, addiction, special education and community support needs.

### Goals include:

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

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 42 in their own homes.
- A day rehabilitation program, which provides group services to individuals designed to improve social skills, self-esteem, and daily life coping.
- Vocational pathways, a supported employment program, uses evidence-based technologies to help as many as 50 disabled individuals become employed.

In FY 19, 903 clients were served.

## Budget Changes

A 2% increase is included.

## Description

Sheppard Pratt, formerly known as Mosaic Community Services, Inc., is a non-profit mental health organization located at 288 E. Green Street, Westminster, MD. Sheppard Pratt 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

# Rape Crisis Intervention Services

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	168,630	168,630	168,630	177,060	5.00%	5.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$168,630</b>	<b>\$168,630</b>	<b>\$168,630</b>	<b>\$177,060</b>	<b>5.00%</b>	<b>5.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

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

In addition to the direct contribution of \$177,060, the County provides RCIS with \$40,000 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 meet their goals as outlined in their service plans
- Provide education regarding healthy relationships, sexual abuse, and assault prevention to youth in Carroll County public middle and high schools

## Program Highlights

- RCIS continues their partnership with the Carroll County State's Attorney's Office to provide all high schools and middle schools by providing programs on relationship violence.
- In FY 20, 269 individuals were served.

## Budget Changes

A 5% increase is included.

## Description

Rape Crisis Intervention Service of Carroll County (RCIS), is a private non-profit organization located at 224 North Center Street, Room 102, Westminster, MD. RCIS serves Carroll County residents 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 and 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 or information.

All services are of a short duration with most clients completing treatment within a period of six months. 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.

# Target Community and Educational Services

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	270,800	270,800	270,800	276,220	2.00%	2.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$270,800</b>	<b>\$270,800</b>	<b>\$270,800</b>	<b>\$276,220</b>	<b>2.00%</b>	<b>2.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

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

## Mission and Goals

To 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.

## 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:

- Eight alternative-living unit houses owned by Target and occupied by no more than three developmentally disabled adults under the direct care of staff
- Supervision, support, and direct care to clients who choose to live with their family or in their own home
- Assistance to individuals in finding jobs
- Job-coaching support and helping individuals earn a competitive wage
- A partnership with Carroll County Public Schools to provide a School-to-Work transaction program for students with disabilities leaving the public school system, but not ready for college or employment
- An autism program that provides in-home support, services, and respite for families in Carroll County who have children with autism

The Winchester Country Inn is the former home of William Winchester, the founder of Westminster, MD. It is located on the property used by Target Community and Educational Services, Inc. The Inn is a functioning tearoom and gift shop, as well as a vocational training site for individuals with developmental disabilities.

## Program Highlights

- Target served 180 individuals in FY 20.
- In FY 20, Target completed renovations to their office building, adding a new entrance way, foyer and more accessible space for easier wheelchair access to the building.

## Budget Changes

A 2% increase is included.

# Youth Service Bureau

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	1,070,390	1,070,390	1,070,390	1,166,800	9.01%	9.01%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$1,070,390</b>	<b>\$1,070,390</b>	<b>\$1,070,390</b>	<b>\$1,166,800</b>	<b>9.01%</b>	<b>9.01%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

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

## Mission and Goals

To provide a continuum of community-based mental health and substance abuse services for children, adults, and families in Carroll County. The Carroll County Youth Service Bureau (CCYSB) uses a multi-disciplinary approach to deliver prevention, intervention, and treatment services in the least restrictive and most cost-effective manner. In the true spirit of the helping profession, CCYSB is dedicated to excellence in service, innovation in programming, and responsiveness to our community.

### Goals include:

- Maximize potential of youth by providing, supporting, and advocating for high-quality counseling
- Provide crisis intervention services by way of suicide intervention and potential for violence assessments
- Refer children and families to other appropriate resources when services at CCYSB are at capacity
- Provide educational and outreach services to children, parents, adults, and organizations in the community
- Deter youth from delinquent activities through early intervention and prevention activities
- Identify physical and social conditions that provide opportunities for growth and healthy maturation for youth
- Provide home-based case management, intensive counseling, and support services through mobile treatment and family preservation services
- Provide quality service by staying current in clinical knowledge and statistical trends, and by continually evaluating the effectiveness through a quality assurance system

## Description

CCYSB operates from 59 Kate Wagner Road, Westminster, MD. Serving the Carroll County community since 1972, CCYSB is an outpatient mental health clinic for children, adults, and families, and the organization receives oversight licensing and certification from the MD Department of Health and Mental Hygiene and Juvenile Services. The Local Management Board also provides oversight. On July 1, 2011 CCYSB took over the

management of the substance abuse services formally provided by Junction, Inc.

CCYSB clients possess a variety of behavioral and emotional illnesses and can include at-risk and severely emotionally disturbed children, adolescents, and adults, as well as the chronically mentally ill. With a strong focus on prevention through early intervention, education, and recognition that children, adults, and families may require different services, CCYSB has developed a continuum of services to meet individual needs. Services currently provided include:

- Alcohol and Substance Abuse Services
- Violence Assessment Program
- Assertive Community Treatment
- Intensive Family Preservation Services
- Safe and Stable Family Preservation Program
- Brief Strategic Family Therapy
- Parenting Education Workshops
- Suicide/Self-Injury Intervention Program
- Interactive Group Therapy
- Parents as Teachers
- Dialectical Behavioral Therapy

## Program Highlights

- In FY 20, CCYSB served 2,248 clients.
- Despite the ongoing opioid crisis, no drug overdose fatalities have occurred with CCYSB clients while actively engaged in clinic treatment services.

## Budget Changes

A 2% increase is included, as well as an additional \$75,000 of ongoing funding. This is the final year of a multi-year plan for additional funding for substance abuse treatment programs.



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## **Citizen Services State**





# Citizen Services State Summary

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	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Health Department	\$3,601,730	\$3,601,730	\$3,601,730	\$3,709,780	3.00%	3.00%
Social Services	20,000	20,000	20,000	20,000	0.00%	0.00%
<b>Total Citizen Services State</b>	<b>\$3,621,730</b>	<b>\$3,621,730</b>	<b>\$3,621,730</b>	<b>\$3,729,780</b>	<b>2.98%</b>	<b>2.98%</b>

## Mission and Goals

Citizen Services State is a functional grouping of State Agencies that provides a variety of services to fulfill the basic needs of children, youth, adults, and the disabled in the community. The Department of Citizen Services is the coordinating agency for all human service functions funded by Carroll County Government.

### Goals include:

- Promote financial independence
- Strengthen family stability
- Ensure a safe and healthy family environment

## Highlights, Changes, and Useful Information

The State Agencies are funded at the discretion of the Commissioners, with the exception of a required match for the Health Department.

# Health Department

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	3,601,730	3,601,730	3,601,730	3,709,780	3.00%	3.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$3,601,730</b>	<b>\$3,601,730</b>	<b>\$3,601,730</b>	<b>\$3,709,780</b>	<b>3.00%</b>	<b>3.00%</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

Edwin Singer, Health Officer (410) 876-4974  
 Ashleigh Smith, Budget Analyst (410) 386-2082  
<http://cchd.maryland.gov/>

## Mission and Goals

To create and sustain a community of wellness in Carroll County and to assure the optimum quality of life by empowering the public with knowledge and resources through advocacy and community partnerships.

### Goals include:

- Minimize the incidence of preventable illness, disability, and premature death in Carroll County residents from environmental and organic causes
- Promote good health practices by educating the public about health issues
- Protect the public from environmental hazards by keeping the environment clean, healthy, and safe
- Establish a program to protect County citizens against bioterrorism and other disasters with public health implications

## Description

Since 1934, each of Maryland's 23 counties and Baltimore City has established its own local health department. From 2001 to 2009, local health departments were overseen by the Community Health Administration within the Department of Health and Mental Hygiene (DHMH). Beginning in July 2009, oversight responsibility was transferred to Public Health Services within DHMH in order to ensure basic public health services are provided in all parts of Maryland.

Under the direction of a local Health Officer, each local health department provides these services and administers and enforces State and local health laws and regulations in its jurisdiction. Programs meet the public health needs of the community and provide services not offered by the private sector. The local Health Officer is appointed jointly by the Secretary of Health and Mental Hygiene and the local governing body.

The Carroll County Health Department is located at 290 South Center Street in Westminster, MD. The County is mandated by law to provide the Health Department matching funds in support of the following Core programs:

- Communicable disease control services
- Environmental health services
- Family planning services
- Maternal and child health services
- Wellness promotional services
- Adult health and geriatric services
- Administration and communication services associated with the provision of the services described above

Generally, County funding provides approximately 20% of the total Health Department budget. State and Federal funding provides close to 66% of the budget, and the remaining 14% is obtained through private grants and fees.

For more information on Public Health Services within DHMH, refer to:

[http://www.msa.md.gov/msa/mdmanual/16dhmh/html/16agenp\\_h.html](http://www.msa.md.gov/msa/mdmanual/16dhmh/html/16agenp_h.html)

## Budget Changes

A 3% increase is included in FY 22.

# Social Services

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
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>
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

Vicky Keller, Director (410) 386-3300

Ashleigh Smith, Budget Analyst (410) 386-2082

<http://dhr.maryland.gov/local-offices/carroll-county/>

## 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 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

Located in each of Maryland's 23 counties and Baltimore City, the local Departments of Social Services are coordinated and directed by the Social Services Administration (SSA) within the Maryland Department of Human Resources (DHR). The SSA determines what factors contribute to social and family problems and recommends ways to address those problems. The Carroll County office is located 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.

Services provided include:

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

Other services include supervision and licensing of all public and private institutions that have the care, custody, or control of dependent, abandoned, or neglected children.

DSS has evolved from an agency that provides long-term financial assistance for families to a "workforce support" agency. Programs and partnerships to assist families to become self-sufficient include:

- The Family First Program's focus is to prevent child abuse, prevent out-of-home placement, and provide emergency services to prevent abuse
- Temporary Cash Assistance is a time-limited subsidy intended to help parents of young children
- DSS helps people obtain quality daycare, learn job skills, obtain transportation, and maintain medical care so they can work

## Program Highlights

In FY 20, the Department received 2,399 child welfare referrals and provided in-home family services to 54 families.



# *Recreation and Culture Appropriations*



# Recreation and Culture Summary

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Recreation and Parks Administration	\$518,485	\$419,180	\$412,200	\$461,410	10.07%	11.94%
Hashawha	894,303	826,150	823,300	833,530	0.89%	1.24%
Piney Run Park	753,567	663,310	659,660	690,550	4.11%	4.68%
Recreation	589,975	438,530	428,050	440,720	0.50%	2.96%
Sports Complex	207,367	204,300	204,350	211,270	3.41%	3.39%
<b>Total Recreation and Parks</b>	<b>\$2,963,698</b>	<b>\$2,551,470</b>	<b>\$2,527,560</b>	<b>\$2,637,480</b>	<b>3.37%</b>	<b>4.35%</b>

<b>Total Without Benefits</b>	<b>\$2,033,610</b>	<b>\$2,330,040</b>	<b>\$2,307,820</b>	<b>\$2,434,120</b>	<b>4.47%</b>	<b>5.47%</b>
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	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Historical Society of Carroll County	\$62,500	\$60,000	\$60,000	\$80,000	33.33%	33.33%
Union Mills Homestead	25,000	20,000	20,000	20,000	0.00%	0.00%
<b>Total Culture</b>	<b>\$87,500</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$100,000</b>	<b>25.00%</b>	<b>25.00%</b>

<b>Total Recreation and Culture</b>	<b>\$3,051,198</b>	<b>\$2,631,470</b>	<b>\$2,607,560</b>	<b>\$2,737,480</b>	<b>4.03%</b>	<b>4.98%</b>
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<b>Total Without Benefits</b>	<b>\$2,121,110</b>	<b>\$2,410,040</b>	<b>\$2,387,820</b>	<b>\$2,534,120</b>	<b>5.15%</b>	<b>6.13%</b>
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# Recreation and Parks



# Recreation and Parks Summary

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	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Recreation and Parks Administration	\$518,485	\$419,180	\$412,200	\$461,410	10.07%	11.94%
Hashawha	894,303	826,150	823,300	833,530	0.89%	1.24%
Piney Run Park	753,567	663,310	659,660	690,550	4.11%	4.68%
Recreation	589,975	438,530	428,050	440,720	0.50%	2.96%
Sports Complex	207,367	204,300	204,350	211,270	3.41%	3.39%
<b>Total Recreation and Parks</b>	<b>\$2,963,698</b>	<b>\$2,551,470</b>	<b>\$2,527,560</b>	<b>\$2,637,480</b>	<b>3.37%</b>	<b>4.35%</b>
<b>Total Without Benefits</b>	<b>\$2,033,610</b>	<b>\$2,330,040</b>	<b>\$2,307,820</b>	<b>\$2,434,120</b>	<b>4.47%</b>	<b>5.47%</b>

## Mission and Goals

To provide quality recreation programs and a diverse local park system, encourage appreciation of the natural environment, and provide opportunities for growth and lifelong learning for all ages and abilities, improving the overall quality of life for residents. To make Carroll County a great place to live, to work, and to play.

### Goals include:

- Provide the best possible customer service from well-trained staff
- Help Carroll County residents recognize and understand the valuable role Recreation and Parks plays in their quality of life
- Develop alternative funding sources to supplement the County's Community Investment Program and taxpayer funded capital budgets
- Provide residents with benefits from health and wellness-related programming
- Increase inventory of recreation and park facilities to help meet current and future needs
- Operate in a fiscally responsible manner by developing revenue sources and striving to limit 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 20, Recreation and Parks volunteers donated over 314,617 hours of service.
- Some maintenance costs for the parks system are funded within the Recreation and Parks budget. Additional funding is in the Bureau of Facilities budget under the Department of Public Works and in the Community Investment Plan.

### Budget Changes

- The overall decrease from FY 21 Adopted to Adjusted is due to employee turnover.
- Recreation and Parks Administration increases due to a transfer of vendor services from Facilities, partially offset by a decrease for one-time brochure purchase in FY 21.
- Hashawha increases for a cabin deck replacement.

# Recreation and Parks Administration

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$304,051	\$331,280	\$324,790	\$342,820	3.48%	5.55%
Benefits	162,636	52,640	52,150	47,130	-10.47%	-9.63%
Operating	30,193	34,860	34,860	71,060	103.84%	103.84%
Capital	21,605	400	400	400	0.00%	0.00%
<b>Total</b>	<b>\$518,485</b>	<b>\$419,180</b>	<b>\$412,200</b>	<b>\$461,410</b>	<b>10.07%</b>	<b>11.94%</b>
<b>Total Without Benefits</b>	<b>\$355,849</b>	<b>\$366,540</b>	<b>\$360,050</b>	<b>\$414,280</b>	<b>13.02%</b>	<b>15.06%</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: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Jeff Degitz, Director (410) 386-2103

Ashleigh Smith, Budget Analyst (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/recreation-parks/>

## Mission and Goals

To connect people, parks, and programs in support of a strong, healthy community and natural environment.

### Goals include:

- Serve citizens by providing a broad spectrum of leisure opportunities
- Provide administrative support to maintain and increase the current volunteer system
- Maintain and, where possible, upgrade facilities and offer additional services
- Reduce dependence on tax dollars by fully developing new sources of revenue and cost-saving strategies

## Description

Recreation and Parks Administration oversees the Bureau of Recreation, Hashawha Environmental Center and Bear Branch Nature Center, Piney Run Park and Nature Center, Carroll County Sports Complex, and the Hap Baker Firearms Facility.

Recreation and Parks Administration oversees Program Open Space funds for the County and municipalities.

## Program Highlights

- Continued partnership with commercial and non-profit organizations were implemented to leverage resources and improve program offerings.
- Recreation and Park annually enrolls over 45,000 program registrants.
- Over 730,000 people attend programs, activities, or visited parks.
- Volunteers donate over 300,000 hours of service.

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover.
- A 5.55% salary increase is included in FY 22.
- Operating increases due to a transfer of vendor services from Facilities, partially offset by a decrease for one-time brochure purchase in FY 21.

# Hashawha

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$365,297	\$390,820	\$388,170	\$410,490	5.03%	5.75%
Benefits	310,117	57,200	57,000	52,640	-7.97%	-7.65%
Operating	211,533	354,070	354,070	334,070	-5.65%	-5.65%
Capital	7,355	24,060	24,060	36,330	51.00%	51.00%
<b>Total</b>	<b>\$894,303</b>	<b>\$826,150</b>	<b>\$823,300</b>	<b>\$833,530</b>	<b>0.89%</b>	<b>1.24%</b>
<b>Total Without Benefits</b>	<b>\$584,186</b>	<b>\$768,950</b>	<b>\$766,300</b>	<b>\$780,890</b>	<b>1.55%</b>	<b>1.90%</b>
<b>Employees FTE</b>	<b>10.23</b>	<b>10.23</b>	<b>10.23</b>	<b>10.23</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Jeff Degitz, Director (410) 386-2103

Ashleigh Smith, Budget Analyst (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/recreation-parks/places-to-go/hashawha-environmental-center-bear-branch-nature-center/>

## Mission and Goals

To provide a quality experience for user groups and the general public through outdoor recreation, environmental education and nature study, lodging, and food service.

### Goals include:

- Increase quality programming at the Nature Center, appealing to a wider and more age-diverse audience
- Utilize the resources of Hashawha and Bear Branch in an efficient manner

## Description

The Hashawha Environmental Center is located at 300 John Owings Road, Westminster, MD. This 360-acre facility is composed of two areas: Hashawha Environmental Center and Bear Branch Nature Center. These centers provide programs and activities related to the environment, conservation of natural resources, outdoor recreation, and wildlife appreciation.

Hashawha Environmental Center was established in 1974. The Center consists of 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. Hashawha serves as a year-round residential camping facility for many organizations, such as 4-H, YMCA, and Scouts.

Bear Branch Nature Center opened to the public in 1993 and features a large exhibit hall to demonstrate the natural environment of the region. Bear Branch includes a planetarium, children's discovery room, and an auditorium.

The Carroll County Outdoor School uses Hashawha as its base of operations and utilizes the facility to educate sixth graders in Carroll County Public Schools about environmental issues and outdoor education during a week-long 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 20:

- 21,681 people visited Hashawha/Bear Branch Nature Center and 86 volunteers donated 1,180 service hours, which was a decrease due to COVID-19.
- Bear Branch Nature Center hosted special events, including Monarch Madness Festival in September and Hashawha's Maple Sugarin' Festival in February.

## Budget Changes

- Personnel increases for a 5.55% salary adjustment and minimum wage requirements.
- Capital increases due to a cabin deck replacement.

# Piney Run

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$400,001	\$475,560	\$472,170	\$498,240	4.77%	5.52%
Benefits	206,023	56,840	56,580	53,900	-5.17%	-4.74%
Operating	99,806	111,310	111,310	113,210	1.71%	1.71%
Capital	47,738	19,600	19,600	25,200	28.57%	28.57%
<b>Total</b>	<b>\$753,567</b>	<b>\$663,310</b>	<b>\$659,660</b>	<b>\$690,550</b>	<b>4.11%</b>	<b>4.68%</b>
<b>Total Without Benefits</b>	<b>\$547,545</b>	<b>\$606,470</b>	<b>\$603,080</b>	<b>\$636,650</b>	<b>4.98%</b>	<b>5.57%</b>
<b>Employees FTE</b>	<b>18.27</b>	<b>18.27</b>	<b>18.27</b>	<b>14.78</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Jeff Degitz, Director (410) 386-2103

Ashleigh Smith, Senior Budget Analyst (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/recreation-parks/places-to-go/piney-run-park/>

## Mission and Goals

To develop and enhance outdoor recreation, environmental education, and conservation of natural resources to maximize the benefit for current and future generations.

### Goals include:

- Work with other conservation agencies to promote and support the conservation of natural resources and preservation of land
- Ensure quality boating, fishing, and related aquatic-based recreation through management procedures and techniques
- Expand the environmental education programs, both on and off site, to increase the levels of appreciation and enjoyment for all segments of society

## Description

Piney Run Park and Nature Center, located at 30 Martz Road, Sykesville, MD, is an 800-acre park which includes a 300-acre lake stocked with numerous types of fish, including striped and largemouth bass, trout, and catfish. The lake is surrounded by 550 acres of woods, fields, and open space. There are more than five miles of hiking trails throughout the park. During the park's open season, canoes, rowboats, kayaks, and pedal boats 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

- In FY 20, there were 108,146 visitors to Piney Run Park.
- New GPS map of all trails was created.

## Budget Changes

- Personnel increases for a 5.55% salary adjustment and minimum wage requirements.
- Capital increases due to one-time costs for an additional shed.

# Recreation

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$326,384	\$297,090	\$287,350	\$303,310	2.09%	5.55%
Benefits	180,694	40,890	40,150	36,860	-9.86%	-8.19%
Operating	82,686	100,550	100,550	100,550	0.00%	0.00%
Capital	212	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$589,975</b>	<b>\$438,530</b>	<b>\$428,050</b>	<b>\$440,720</b>	<b>0.50%</b>	<b>2.96%</b>
<b>Total Without Benefits</b>	<b>\$409,281</b>	<b>\$397,640</b>	<b>\$387,900</b>	<b>\$403,860</b>	<b>1.56%</b>	<b>4.11%</b>
<b>Employees FTE</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>7.50</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Jeff Degitz, Director (410) 386-2103

Ashleigh Smith, Budget Analyst (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/recreation-parks/>

## Mission and Goals

To provide a broad spectrum of quality leisure opportunities for the citizens of Carroll County.

### Goals include:

- Continue cooperative relationships with public and private agencies to encourage shared use of facilities to maximize resources
- Provide consistent opportunities for youth and adults to participate in athletic, cultural, and recreational programs
- Support programs to meet particular community needs by utilizing demographics, health data surveys, and program evaluations
- Market and promote county recreation and parks amenities through commercial and social media outlets

## Description

The Bureau of Recreation is responsible for managing recreation services for Carroll County. The Bureau supports the County's volunteer recreation councils that represent citizens throughout the County. These councils sponsor programs and special events throughout the year in all areas of the County with an emphasis on youth activities.

In FY 22, the Bureau of Recreation will contribute to the Carroll County Arts Council (CCAC). The CCAC produces public programs, provides grants and scholarships, and serves as a primary source for cultural information in Carroll County.

The Bureau offers additional recreation, leisure, and lifelong learning opportunities through the Adaptive Recreation Council, formerly known as the Therapeutic Recreation Council. These programs provide activities for all ages and abilities. In addition, the Bureau hosts tournaments, special events, summer camps, and bus trips.

## Program Highlights

- In FY 20:
  - The first indoor archery tournament was held.
  - A virtual marathon held and two drive thru zoos were held at Robert Moton Center and Mayeski Park.
  - The creation of Camp in a Bag occurred.

## Budget Changes

A 5.55% salary increase is included in FY 22.

# Sports Complex

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$87,954	\$96,105	\$96,150	\$101,090	5.19%	5.14%
Benefits	70,618	13,860	13,860	12,830	-7.43%	-7.43%
Operating	48,760	93,820	93,825	93,320	-0.53%	-0.54%
Capital	35	515	515	4,030	682.52%	682.52%
<b>Total</b>	<b>\$207,367</b>	<b>\$204,300</b>	<b>\$204,350</b>	<b>\$211,270</b>	<b>3.41%</b>	<b>3.39%</b>
<b>Total Without Benefits</b>	<b>\$136,749</b>	<b>\$190,440</b>	<b>\$190,490</b>	<b>\$198,440</b>	<b>4.20%</b>	<b>4.17%</b>
<b>Employees FTE</b>	<b>2.70</b>	<b>2.70</b>	<b>2.70</b>	<b>2.70</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**Jeff Degitz, Director (410) 386-2103**

**Ashleigh Smith, Senior Budget Analyst (410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/recreation-parks/places-to-go/carroll-county-sports-complex/>

## 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 the goal of operating in a self-sustaining manner
- Promote healthy recreation activities for youth, adult, and senior citizen groups

## Description

The Carroll County Sports Complex, located at 2225 Littlestown Pike (Route 97 North), Westminster, MD, includes five softball fields, two multi-purposes fields, pavilions, a tot lot, and a walking trail. Guests come to the Sports Complex from mid-March through early November to participate in sports activities, leagues, tournaments, and camps. The Sports Complex serves as a host site for championship softball tournaments.

This 76-acre facility is used by many local and regional groups, such as: The Carroll County Men's, Church, and Co-Ed Softball leagues, and Charles Carroll Recreation Council for youth baseball, softball, and soccer. The Sports Complex also serves as the central Maryland home for women's fast pitch softball.

## Program Highlights

- The Sports Complex co-ed softball leagues are some of the largest in the state, and continually represent well in state and national co-ed tournaments.
- An increase of youth softball leagues are being held at the Sports Complex.
- The Sports Complex hosted teams and events from throughout the mid-Atlantic region.

## Budget Changes

- A 5.55% salary increase is included in FY 22.
- Capital increases due to equipment replacement.



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# Culture



# Culture Summary

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	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Historical Society of Carroll County	\$62,500	\$60,000	\$60,000	\$80,000	33.33%	33.33%
Union Mills Homestead	25,000	20,000	20,000	20,000	0.00%	0.00%
<b>Total Culture</b>	<b>\$87,500</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$100,000</b>	<b>25.00%</b>	<b>25.00%</b>

## Mission and Goals

Historical Society and Union Mills Homestead embody much of the history of Carroll County. Each is dedicated to preserving, promoting, and educating others about the County's cultural and historic resources.

### Goals include:

- Provide a setting to teach Carroll County history to visitors of all ages
- Restore and preserve all historic buildings, exhibits, and artifacts

## Highlights, Changes and Useful Information

- Historical Society and the Union Mills Homestead have initiated various cost-cutting measures, including heavy reliance on volunteers.
- Historical Society provides education through publications, presentations, tours, radio and televised programs, trips, and their website.
- The County provides maintenance of the buildings and grounds at the Union Mills Homestead Museum in the Bureau of Facilities budget under the County's Department of Public Works.

## Budget Changes

One-time funding of \$20,000 is included in FY 22 for Historical Society of Carroll County.

# Historical Society of Carroll County

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	62,500	60,000	60,000	80,000	33.33%	33.33%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$62,500</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$80,000</b>	<b>33.33%</b>	<b>33.33%</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

**Kristen McMaster, Acting Executive Director (410) 848-6494**  
**Ashleigh Smith, Budget Analyst (410) 386-2082**  
<http://hsccmd.org/>

## Mission and Goals

Historical Society of Carroll County (HSCC) is a non-profit, educational institution dedicated to preserving materials and interpreting the history of Carroll County. The HSCC approved a five-year strategic plan in November 2016, which includes a new mission statement, vision, and core values. The HSCC connects the past to the present and makes the County's vibrant history tangible, relevant, and meaningful for today's diverse communities and for generations to come.

### Goals include:

- Raising public visibility of the Historical Society
- Creating greater public accessibility to its collections and its expertise
- Stabilizing and expanding the institution's financial resources to insure its future viability

## Description

The Historical Society of Carroll County was founded in 1939 and owns three historic properties on East Main Street in Westminster.

The Kimmey House (c. 1800) serves as the main office building. In conjunction with the Society's Strategic Plan, a new space allocation project concentrates on creating an Orientation Center for visitors. The Kimmey House now includes the Museum Shop and Bookstore with an ADA accessible research library now housed on the first floor. Grant funds are used to meet general operating costs.

The Sherman-Fisher-Shellman House (c. 1807) is the Society's historic house museum, interpreting daily urban life in Carroll County in the period 1807-1840. The house is open for school field trips and group tours by appointment.

The first floor of Cockey's Tavern (c. 1820) has been converted into permanent and changing exhibition space. The second floor of Cockey's houses the Koontz-Yingling Learning Center with meeting rooms, a kitchenette, and ADA accessible bathrooms. HSCC installed a lift that allows visitors to access the building's

second floor from the first. The third floor of Cockey's contains office space, meeting space, and storage for educational and programmatic materials.

The Society stores and curates more than 35,000 items in three permanent collections and continues to accept donated artifacts and documents of local origin and significance.

The Emerald Hill building, located at 1838 Emerald Hill Lane, Westminster, MD, provides auxiliary space for exhibits and programs and is used in conjunction with the Celebrating America initiative.

## Program Highlights

- During calendar year 2020, HSCC volunteers donated 10,000 hours to the organization.
- Celebrated the County's 183<sup>rd</sup> Birthday Celebration in January 2020.
- Launched an evening lecture series, Talks at the Tavern, in February 2020.
- In FY 20, HSCC held eleven Past Times for Children programs. The Program uses imaginative play, sing-alongs and craft-making to introduce children from ages four to eight to historical concepts.

## Budget Changes

One-time funding of \$20,000 is included in FY 22.

# Union Mills Homestead

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	25,000	20,000	20,000	20,000	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$25,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</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

**Union Mills Homestead Executive Director (410) 848-2313**  
**Ashleigh Smith, Budget Analyst (410) 386-2082**  
[http://www.unionmills.org/](http://www.unionmills.org)

In addition to the direct contribution of \$20,000, the County provides the Union Mills Homestead Foundation with in-kind services through the Bureau of Facilities and capital projects for renovations to the Homestead buildings and mill.

## Mission and Goals

To maintain and preserve the Homestead Buildings and gristmill as a living, working, historical landmark for future generations.

In FY 22, the Bureau of Facilities' budget includes \$40,600 for Union Mills.

## 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

## Program Highlights

- There was a total of 217 tours through the site in FY 20, down from FY 19 due to the impacts of COVID-19.
- Ongoing preservation work continues at the site.

## 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 which extensively uses volunteers.

Many special events draw visitors to the Homestead. The annual Flower and Plant Market in May, the Corn Roast Festival in August, and the Microbrewery Festival in September are three of the premiere events at the Homestead. The Homestead draws approximately 10,000 visitors annually.



# *General Government Appropriations*





# General Government Summary

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Comprehensive Planning	\$964,597	\$798,090	\$795,610	\$831,390	4.17%	4.50%
<b>Comprehensive Planning</b>	<b>\$964,597</b>	<b>\$798,090</b>	<b>\$795,610</b>	<b>\$831,390</b>	<b>4.17%</b>	<b>4.50%</b>
<b>Total Without Benefits</b>	<b>\$630,489</b>	<b>\$705,170</b>	<b>\$702,870</b>	<b>\$746,370</b>	<b>5.84%</b>	<b>6.19%</b>

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Comptroller Administration	\$408,823	\$329,170	\$329,170	\$341,730	3.82%	3.82%
Accounting	1,316,712	1,081,040	1,060,020	1,144,260	5.85%	7.95%
Bond Issuance Expense	219,334	218,460	218,460	271,330	24.20%	24.20%
Collections Office	1,347,052	1,221,890	1,209,270	1,202,460	-1.59%	-0.56%
Independent Post Audit	50,760	51,770	51,770	58,500	13.00%	13.00%
Office of Procurement	477,495	390,620	390,620	378,600	-3.08%	-3.08%
<b>Total Comptroller</b>	<b>\$3,820,176</b>	<b>\$3,292,950</b>	<b>\$3,259,310</b>	<b>\$3,396,880</b>	<b>3.16%</b>	<b>4.22%</b>
<b>Total Without Benefits</b>	<b>\$2,800,023</b>	<b>\$3,016,370</b>	<b>\$2,985,120</b>	<b>\$3,140,320</b>	<b>4.11%</b>	<b>5.20%</b>

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
County Attorney	\$853,449	\$716,270	\$628,390	\$625,350	-12.69%	-0.48%
<b>Total County Attorney</b>	<b>\$853,449</b>	<b>\$716,270</b>	<b>\$628,390</b>	<b>\$625,350</b>	<b>-12.69%</b>	<b>-0.48%</b>
<b>Total Without Benefits</b>	<b>\$610,617</b>	<b>\$638,580</b>	<b>\$556,950</b>	<b>\$565,010</b>	<b>-11.52%</b>	<b>1.45%</b>

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Economic Development Administration	\$959,315	\$859,950	\$859,940	\$878,060	2.11%	2.11%
Business and Employment Resource Center	156,014	197,240	180,560	192,410	-2.45%	6.56%
Econ. Dev. Infrastructure and Investments	587,376	850,000	850,000	850,000	0.00%	0.00%
Farm Museum	989,684	942,810	934,860	953,720	1.16%	2.02%
Tourism	311,936	374,220	371,060	376,610	0.64%	1.50%
<b>Total Economic Development</b>	<b>\$3,004,325</b>	<b>\$3,224,220</b>	<b>\$3,196,420</b>	<b>\$3,250,800</b>	<b>0.82%</b>	<b>1.70%</b>
<b>Total Without Benefits</b>	<b>\$2,380,574</b>	<b>\$3,057,230</b>	<b>\$3,031,400</b>	<b>\$3,099,760</b>	<b>1.39%</b>	<b>2.26%</b>

# General Government Summary

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Human Resources Administration	\$1,108,299	\$882,180	\$855,220	\$1,046,370	18.61%	22.35%
Health and Fringe Benefits	1,328,034	28,409,510	28,409,510	29,357,050	3.34%	3.34%
Personnel Services	217,586	149,180	148,870	154,550	3.60%	3.82%
<b>Total Human Resources</b>	<b>\$2,653,919</b>	<b>\$29,440,870</b>	<b>\$29,413,600</b>	<b>\$30,557,970</b>	<b>3.79%</b>	<b>3.89%</b>
<b>Total Without Benefits</b>	<b>\$951,527</b>	<b>\$16,754,400</b>	<b>\$16,729,360</b>	<b>\$17,857,830</b>	<b>6.59%</b>	<b>6.75%</b>

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Land and Resource Management Adm.	\$981,388	\$741,580	\$680,230	\$697,280	-5.97%	2.51%
Development Review	664,754	493,450	455,850	469,720	-4.81%	3.04%
Resource Management	989,548	703,270	773,910	806,850	14.73%	4.26%
Zoning Administration	340,650	231,070	231,070	239,000	3.43%	3.43%
<b>Total Land and Resource Management</b>	<b>\$2,976,340</b>	<b>\$2,169,370</b>	<b>\$2,141,060</b>	<b>\$2,212,850</b>	<b>2.00%</b>	<b>3.35%</b>
<b>Total Without Benefits</b>	<b>\$1,857,770</b>	<b>\$1,886,590</b>	<b>\$1,860,270</b>	<b>\$1,956,670</b>	<b>3.71%</b>	<b>5.18%</b>

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Management and Budget Administration	\$278,056	\$247,530	\$241,660	\$249,830	0.93%	3.38%
Budget	722,202	546,860	539,790	609,320	11.42%	12.88%
Grants Office	165,827	163,470	156,120	155,210	-5.05%	-0.58%
Risk Management	1,594,332	2,302,620	2,302,620	2,409,400	4.64%	4.64%
<b>Total Management and Budget</b>	<b>\$2,760,417</b>	<b>\$3,260,480</b>	<b>\$3,240,190</b>	<b>\$3,423,760</b>	<b>5.01%</b>	<b>5.67%</b>
<b>Total Without Benefits</b>	<b>\$1,574,850</b>	<b>\$3,067,700</b>	<b>\$3,048,850</b>	<b>\$3,235,060</b>	<b>5.46%</b>	<b>6.11%</b>

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Technology Services	\$5,095,886	\$4,631,260	\$4,631,260	\$5,105,770	10.25%	10.25%
Production and Distribution Services	391,268	434,120	419,390	416,430	-4.07%	-0.71%
<b>Total Technology Services</b>	<b>\$5,487,154</b>	<b>\$5,065,380</b>	<b>\$5,050,650</b>	<b>\$5,522,200</b>	<b>9.02%</b>	<b>9.34%</b>
<b>Total Without Benefits</b>	<b>\$4,229,580</b>	<b>\$4,711,890</b>	<b>\$4,698,210</b>	<b>\$5,200,310</b>	<b>10.37%</b>	<b>10.69%</b>

# General Government Summary

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	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Administrative Hearings	\$99,974	\$78,400	\$78,400	\$87,090	11.08%	11.08%
Audio Video Production	267,438	184,240	184,240	180,100	-2.25%	-2.25%
Board of Elections	1,044,325	1,505,150	1,505,150	1,763,500	17.16%	17.16%
Board of License Commissioners	79,116	86,340	85,590	88,110	2.05%	2.94%
County Commissioners	1,172,362	988,080	879,480	910,350	-7.87%	3.51%
Not in Carroll	231,014	300,000	300,000	300,000	0.00%	0.00%
<b>Total General Government Other</b>	<b>\$2,894,229</b>	<b>\$3,142,210</b>	<b>\$3,032,860</b>	<b>\$3,329,150</b>	<b>5.95%</b>	<b>9.77%</b>
<b>Total Without Benefits</b>	<b>\$2,349,506</b>	<b>\$2,975,740</b>	<b>\$2,900,300</b>	<b>\$3,196,430</b>	<b>7.42%</b>	<b>10.21%</b>
<b>Total General Government</b>	<b>\$25,414,606</b>	<b>\$51,109,840</b>	<b>\$50,758,090</b>	<b>\$53,150,350</b>	<b>3.99%</b>	<b>4.71%</b>
<b>Total Without Benefits</b>	<b>\$17,384,936</b>	<b>\$36,813,670</b>	<b>\$36,513,330</b>	<b>\$38,997,760</b>	<b>5.93%</b>	<b>6.80%</b>



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# Comprehensive Planning



# Comprehensive Planning

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	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Comprehensive Planning	\$964,597	\$798,090	\$795,610	\$831,390	4.17%	4.50%
<b>Total Comprehensive Planning</b>	<b>\$964,597</b>	<b>\$798,090</b>	<b>\$795,610</b>	<b>\$831,390</b>	<b>4.17%</b>	<b>4.50%</b>
<b>Total Without Benefits</b>	<b>\$630,489</b>	<b>\$705,170</b>	<b>\$702,870</b>	<b>\$746,370</b>	<b>5.84%</b>	<b>6.19%</b>

## Mission and Goals

To develop and implement plans that allocate physical, natural, fiscal, and constructed resources in a manner that is equitable, responsible, and defensible.

### Goals include:

- Maintain the fabric of our communities
- Conserve natural resources
- Minimize sprawl
- Encourage economic development opportunities

## Highlights, Changes, and Useful Information

Plans in progress include:

- Recodification of the County Zoning Code to align with the Future Land Use Designations identified in the Carroll County Master Plan adopted February 2015

Plans recently completed include:

- Freedom Community Comprehensive Plan
- County Bicycle – Pedestrian Master Plan

# Comprehensive Planning

Description	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 20	Budget FY 21	Budget FY 21	Budget FY 22	From Orig. FY 21	From Adj. FY 21
Personnel	\$544,243	\$588,690	\$586,390	\$621,100	5.51%	5.92%
Benefits	334,108	92,920	92,740	85,020	-8.50%	-8.32%
Operating	86,246	115,680	115,680	125,270	8.29%	8.29%
Capital	0	800	800	0	-100.00%	-100.00%
<b>Total</b>	<b>\$964,597</b>	<b>\$798,090</b>	<b>\$795,610</b>	<b>\$831,390</b>	<b>4.17%</b>	<b>4.50%</b>
<b>Total Without Benefits</b>	<b>\$630,489</b>	<b>\$705,170</b>	<b>\$702,870</b>	<b>\$746,370</b>	<b>5.84%</b>	<b>6.19%</b>
<b>Employees FTE</b>	<b>11.62</b>	<b>11.62</b>	<b>11.62</b>	<b>11.30</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Lynda Eisenberg, Director (410) 386-5145  
 Stephanie R. Krome, Senior Budget Analyst (410) 386-2283  
<https://www.carrollcountymd.gov/government/directory/planning/>

## Mission and Goals

To develop and implement plans for physical, natural, fiscal, and constructed resources in a manner that is equitable, responsible, and defensible.

### Goals include:

- Maintain the fabric of our communities
- Conserve natural resources
- Minimize sprawl
- Encourage economic development opportunities

## Description

The Department of Comprehensive Planning is responsible for developing and implementing the County Master Plan as envisioned by the citizens. The meetings and activities of the Planning and Zoning Commission are coordinated by the Department Director, who is Secretary to the Commission. Capital Improvement Projects review, site selection, and land banking for future schools, roads, and other public facilities are administrative functions of the Department.

Land use plans are developed and implemented working with the Carroll County Planning Commission. Functions within the Department are designed to assure County projects and programs conform to the County Master Plan, that current and long-range County planning serve to implement the plan, and that land use and policy decisions are in accordance with the plan. Among the ways the Department fulfills these functions are: water and sewer master planning, comprehensive plans for the County and incorporated towns, major road planning, and the town/county liaison planners.

## Program Highlights

Plans in progress include:

- Recodification of the County Zoning Code to align with the Future Land Use Designations identified in the Carroll County Master Plan adopted February 2015

Plans recently completed include:

- Freedom Community Comprehensive Plan
- County Bicycle – Pedestrian Master Plan

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover.
- A 5.55% salary increase is included in FY 22.
- Capital decreases due to a one-time purchase of replacement furniture in FY 21.



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# Comptroller



# Comptroller Summary

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Comptroller Administration	\$408,823	\$329,170	\$329,170	\$341,730	3.82%	3.82%
Accounting	1,316,712	1,081,040	1,060,020	1,144,260	5.85%	7.95%
Bond Issuance Expense	219,334	218,460	218,460	271,330	24.20%	24.20%
Collections Office	1,347,052	1,221,890	1,209,270	1,202,460	-1.59%	-0.56%
Independent Post Audit	50,760	51,770	51,770	58,500	13.00%	13.00%
Office of Procurement	477,495	390,620	390,620	378,600	-3.08%	-3.08%
<b>Total Comptroller</b>	<b>\$3,820,176</b>	<b>\$3,292,950</b>	<b>\$3,259,310</b>	<b>\$3,396,880</b>	<b>3.16%</b>	<b>4.22%</b>
<b>Total Without Benefits</b>	<b>\$2,800,023</b>	<b>\$3,016,370</b>	<b>\$2,985,120</b>	<b>\$3,140,320</b>	<b>4.11%</b>	<b>5.20%</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 35th 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 19 Comprehensive Annual Financial Report (CAFR).
- Select services provided by the Comptroller's Office, including receipt of payment of Property Taxes and utility bills, are provided at County Library branches. The County pays the Library an administrative fee for providing this service.
- In FY 20, the County maintained its bond rating levels with the three following major credit rating agencies:

Moody's Investors Service	Aaa
Standard & Poor's	AAA
Fitch	AAA

## Budget Changes

- The overall decrease from FY 21 Original to Adjusted is due to employee turnover.
- Accounting increases due to the addition of the Junior Accountant position.
- Bond Issuance Expense increases due to the size of the anticipated bond sale in FY 22.
- Independent Post Audit increases due to additional audit required for Coronavirus Aid, Relief, and Economic Security Act (CARES) funding.

# Comptroller Administration

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$250,037	\$246,860	\$246,860	\$260,800	5.65%	5.65%
Benefits	115,981	38,910	38,910	35,590	-8.53%	-8.53%
Operating	42,805	43,400	43,400	45,340	4.47%	4.47%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$408,823</b>	<b>\$329,170</b>	<b>\$329,170</b>	<b>\$341,730</b>	<b>3.82%</b>	<b>3.82%</b>
<b>Total Without Benefits</b>	<b>\$292,842</b>	<b>\$290,260</b>	<b>\$290,260</b>	<b>\$306,140</b>	<b>5.47%</b>	<b>5.47%</b>
<b>Employees FTE</b>	<b>3.15</b>	<b>3.15</b>	<b>3.12</b>	<b>3.12</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

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

Chizuko M. Godwin, Senior Budget Analyst (410) 386-2082  
<https://www.carrollcountymd.gov/government/directory/comptroller/>

## Mission and Goals

To perform the financial operations of the County while maintaining a strong financial control environment to ensure that all assets are safeguarded and that the County continues to maintain a strong financial condition.

### Goals include:

- Provide accurate financial information and excellent customer service to all of our internal and external customers
- Maintain strong financial controls

## Description

The Comptroller is responsible for the accounting of all financial activities of the County government and overseeing the efficient operation of the following functions:

- Accounting
- Payroll
- Accounts Payable
- Collections Office
- Grant and Enterprise Fund Accounting
- Treasury services including deposits, investments, and cash management
- Purchasing

These responsibilities include maintaining all systems to properly record receipt and disbursement of funds, as well as maintaining internal control systems for safeguarding County assets. The Comptroller is also tasked with ensuring that the County's financial records are in compliance with all Generally Accepted Accounting Principles (GAAP), obtaining an independent financial audit, composing the Comprehensive Annual Financial Report (CAFR), managing pension administration, and issuing debt. The Comptroller also monitors fees for the Enterprise Funds.

## Program Highlights

For the 35<sup>th</sup> consecutive year, the County was awarded the Certificate of Achievement for Excellence in Financial Reporting from the GFOA of the United States and Canada for the FY 19 CAFR.

## Budget Changes

- A 5.55% salary increase is included in FY 22.
- Operating increases due to additional vendor services for re-configuration of payroll system.

# Accounting

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$807,444	\$819,010	\$799,490	\$887,780	8.40%	11.04%
Benefits	463,881	126,430	124,930	122,360	-3.22%	-2.06%
Operating	44,759	133,620	133,620	131,140	-1.86%	-1.86%
Capital	628	1,980	1,980	2,980	50.51%	50.51%
<b>Total</b>	<b>\$1,316,712</b>	<b>\$1,081,040</b>	<b>\$1,060,020</b>	<b>\$1,144,260</b>	<b>5.85%</b>	<b>7.95%</b>
<b>Total Without Benefits</b>	<b>\$852,831</b>	<b>\$954,610</b>	<b>\$935,090</b>	<b>\$1,021,900</b>	<b>7.05%</b>	<b>9.28%</b>
<b>Employees FTE</b>	<b>14.00</b>	<b>14.00</b>	<b>14.00</b>	<b>15.00</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

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

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

<https://www.carrollcountymd.gov/government/directory/comptroller/accounting/>

## Mission and Goals

To ensure the County's financial data is accurately reported, to assure taxpayers and County citizens that their tax dollars are being handled in a prudent and appropriate manner, and to establish and maintain an internal control structure.

### 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 GAAP, the Governmental Accounting Standards Board (GASB), and best practices as recommended by the 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
- Accounting for all capital assets
- Maintaining separate records for all funds including General, Grants, Special Revenue, Capital, Internal Service, Fiduciary, Debt Service, and Enterprise

## Program Highlights

For the 35<sup>th</sup> consecutive year, the County was awarded the Certificate of Achievement for Excellence in Financial Reporting from the GFOA of the United States and Canada for the FY 19 CAFR.

Output Measures	FY 17	FY 18	FY 19	FY 20
Payroll Checks Issued	27,265	27,424	26,790	27,405
Vendor Payments Issued	15,147	14,648	15,010	14,126
Voucher Payments Processed	24,663	24,246	25,100	23,787
W-2 Forms Issued	1,392	1,281	1,425	1,304
1099 Forms Issued	710	698	676	674

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover.
- A 5.55% salary increase is included in FY 22.
- Personnel increases due to the addition of the Junior Accountant position.
- Operating decreases due to the transition to electronic voucher forms.

# Bond Issuance Expense

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	219,334	218,460	218,460	271,330	24.20%	24.20%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$219,334</b>	<b>\$218,460</b>	<b>\$218,460</b>	<b>\$271,330</b>	<b>24.20%</b>	<b>24.20%</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**

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

<https://www.carrollcountymd.gov/government/directory/comptroller/>

- 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).

## 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 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

## Program Highlights

- In FY 20, the County maintained its bond rating level, confirming a strong credit worthiness with the three following major credit rating agencies:

Moody's Investors Service	Aaa
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 18 No General Obligation Bonds or Refunding	\$0	0.00%
FY 19 - General Obligation Bonds	\$25,000,000	3.24%
FY 20 General Obligation Bonds	\$30,000,000	1.85%
FY 21 General Obligation Bonds and Refunding	\$20,000,000	1.49%

## Description

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 document

## Budget Changes

In FY 22, the anticipated bond issue is \$43.4 million.

# Collections Office

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$387,298	\$432,630	\$420,900	\$444,780	2.81%	5.67%
Benefits	286,141	67,250	66,360	60,060	-10.69%	-9.49%
Operating	673,613	721,410	721,410	697,020	-3.38%	-3.38%
Capital	0	600	600	600	0.00%	0.00%
<b>Total</b>	<b>\$1,347,052</b>	<b>\$1,221,890</b>	<b>\$1,209,270</b>	<b>\$1,202,460</b>	<b>-1.59%</b>	<b>-0.56%</b>
<b>Total Without Benefits</b>	<b>\$1,060,911</b>	<b>\$1,154,640</b>	<b>\$1,142,910</b>	<b>\$1,142,400</b>	<b>-1.06%</b>	<b>-0.04%</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: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**Robert M. Burk, Comptroller (410) 386-2085**  
**Chizuko M. Godwin, Senior Budget Analyst (410) 386-2082**  
<https://www.carrollcountymd.gov/government/directory/comptroller/collectionstaxes/>

## 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 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
- Bay Restoration Fees
- Recordation Taxes
- Water and Sewer charges
- Landfill tipping fees
- Recreation and Parks fees
- Permit and Inspections 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
- 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

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover.
- A 5.55% salary increase is included in FY 22.
- Operating decreases due to the SDAT expense, partially offset by vendor services.

# Independent Post Audit

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	50,760	51,770	51,770	58,500	13.00%	13.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$50,760</b>	<b>\$51,770</b>	<b>\$51,770</b>	<b>\$58,500</b>	<b>13.00%</b>	<b>13.00%</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

Robert M. Burk Comptroller, (410) 386-2085  
 Chizuko M. Godwin, Senior Budget Analyst (410) 386-2082  
<https://www.carrollcountymd.gov/government/directory/comptroller/>

The 2020 CAFR is available online at  
<https://www.carrollcountymd.gov/government/directory/comptroller/prior-years-comprehensive-annual-financial-reports/2020-comprehensive-annual-financial-report/>

## 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 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.

County personnel who assist the external auditors in administering the Independent Post Audit are included in the Comptroller's Department.

The County's audited financial statements are presented online as part of the CAFR.

## Program Highlights

For FY 20, Carroll County received an unmodified audit opinion.

## Budget Changes

Operating increases due to additional audit required for the Coronavirus Aid, Relief, and Economic Security Act (CARES) funding.



# Office of Procurement

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$285,899	\$287,800	\$287,800	\$281,220	-2.29%	-2.29%
Benefits	154,150	43,990	43,990	38,550	-12.37%	-12.37%
Operating	37,447	58,830	58,830	58,830	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$477,495</b>	<b>\$390,620</b>	<b>\$390,620</b>	<b>\$378,600</b>	<b>-3.08%</b>	<b>-3.08%</b>
<b>Total Without Benefits</b>	<b>\$323,345</b>	<b>\$346,630</b>	<b>\$346,630</b>	<b>\$340,050</b>	<b>-1.90%</b>	<b>-1.90%</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: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**Robert M. Burk, Comptroller (410) 386-2085**  
**Chizuko M. Godwin, Senior Budget Analyst (410) 386-2082**  
<https://www.carrollcountymd.gov/government/directory/comptroller/purchasing/>

## Mission and Goals

To procure necessary goods and services for the County in the most efficient and effective manner possible and to serve customers in all business activities and transactions with honor, fairness, and integrity, actively seeking best value results in all County purchases.

### Goals include:

- Treat all individuals, corporations, and businesses who desire to compete in the County with fairness and equality
- Uphold and promote honesty and integrity
- Conduct an open and transparent bidding process
- Attend to internal and external customer needs
- Maintain an informative website for customers
- 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 Office of Procurement is responsible for maintaining a fair and equitable procurement process for the citizens of Carroll County. The Office 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 Office of Procurement 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 Office of Procurement 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 (BRCPC).

## Program Highlights

- As a result of membership on the BMC's Purchasing Subcommittee 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 decreased the transaction time for the purchase of goods and services, increased the efficiency of the payment process, and reduced paper requirements and volume.
- The Office of Procurement has been very active in cooperative buying initiatives. Cooperative buying effectively leverages the needs of many to obtain a great price for commodities and services required by end users.
- Utilization of cooperative purchasing initiatives has led to decreased administrative costs and increased Bureau efficiency.

## Budget Changes

A 5.55% salary increase is included in FY 22.



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# **County Attorney**



# County Attorney Summary

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	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
County Attorney	\$853,449	\$716,270	\$628,390	\$625,350	-12.69%	-0.48%
<b>Total County Attorney</b>	<b>\$853,449</b>	<b>\$716,270</b>	<b>\$628,390</b>	<b>\$625,350</b>	<b>-12.69%</b>	<b>-0.48%</b>
<b>Total Without Benefits</b>	<b>\$610,617</b>	<b>\$638,580</b>	<b>\$556,950</b>	<b>\$565,010</b>	<b>-11.52%</b>	<b>1.45%</b>

## Mission and Goals

The Department of the County Attorney provides legal representation and advice to the Carroll County Commissioners and their boards, commissions, officers, and employees regarding matters affecting the County. The Department also provides advice and representation to other government agencies funded by the Board of County Commissioners.

### Goals include:

- Protect the legal interests of the Board of County Commissioners
- Aid in the prompt resolution of disputes
- Ensure fair and equal treatment of citizens and employees
- Ensure that County laws, contracts, legal documents, and policies are of the highest legal standard

## Highlights

Between FY 16 and FY 20, the County Attorney's Office collected more than \$1.1M in delinquent accounts related to unpaid taxes and fees, medical expenses for inmates, and reimbursement for accidents and bad checks.

FY 16	FY 17	FY 18	FY 19	FY 20
\$276,580	\$300,040	\$262,640	\$252,820	\$66,420

## Budget Changes

The overall decrease is due to employee turnover, a reduction in outside legal fees, and a position transfer to Public Works Administration.

# County Attorney

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$523,086	\$498,430	\$416,800	\$439,860	-11.75%	5.53%
Benefits	242,832	77,690	71,440	60,340	-22.33%	-15.54%
Operating	87,531	140,150	140,150	125,150	-10.70%	-10.70%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$853,449</b>	<b>\$716,270</b>	<b>\$628,390</b>	<b>\$625,350</b>	<b>-12.69%</b>	<b>-0.48%</b>
<b>Total Without Benefits</b>	<b>\$610,617</b>	<b>\$638,580</b>	<b>\$556,950</b>	<b>\$565,010</b>	<b>-11.52%</b>	<b>1.45%</b>
<b>Employees FTE</b>	<b>7.00</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**Timothy Burke, County Attorney (410) 386-2030**  
**Chizuko M. Godwin, Senior Budget Analyst (410) 386-2082**  
<https://www.carrollcountymd.gov/government/directory/county-attorney/>

## Mission and Goals

The Department of the County Attorney provides legal representation and advice to the Carroll County Commissioners and their boards, commissions, officers, and employees regarding matters affecting the County. The Department also provides advice and representation to other government agencies funded by the Board of County Commissioners.

### Goals include:

- Protect the legal interests of the Board of County Commissioners
- Aid in the prompt resolution of disputes
- Ensure fair and equal treatment of citizens and employees
- Ensure that County laws, contracts, legal documents, and policies are of the highest legal standard

## 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 represents Carroll Community College, Carroll County Public Library, Humane Society, and Sheriff's Office.

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

## Program Highlights

Between FY 16 and FY 20, the County Attorney's Office collected more than \$1.1M in delinquent accounts related to unpaid taxes and fees, medical expenses for inmates, and reimbursements for accidents and bad checks.

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover and a position transfer to Public Works Administration.
- A 5.55% salary increase is included in FY 22.
- Operating decreases due to a reduction in outside legal fees.

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# **Economic Development**





# Economic Development Summary

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Economic Development Administration	\$959,315	\$859,950	\$859,940	\$878,060	2.11%	2.11%
Business and Employment Resource Center	156,014	197,240	180,560	192,410	-2.45%	6.56%
Econ. Dev. Infrastructure and Investments	587,376	850,000	850,000	850,000	0.00%	0.00%
Farm Museum	989,684	942,810	934,860	953,720	1.16%	2.02%
Tourism	311,936	374,220	371,060	376,610	0.64%	1.50%
<b>Total Economic Development</b>	<b>\$3,004,325</b>	<b>\$3,224,220</b>	<b>\$3,196,420</b>	<b>\$3,250,800</b>	<b>0.82%</b>	<b>1.70%</b>
<b>Total Without Benefits</b>	<b>\$2,380,574</b>	<b>\$3,057,230</b>	<b>\$3,031,400</b>	<b>\$3,099,760</b>	<b>1.39%</b>	<b>2.26%</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 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

Economic Development provided 1,844 direct grants of over \$6.5 million dollars in local, state, and federal aid to support Carroll small businesses, nonprofits, farms, and the hospitality industry during the pandemic recovery efforts.

## Budget Changes

Business and Employment Resource Center increases due to advertising and other vendor services.

# Economic Development Administration

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$440,968	\$434,350	\$434,340	\$458,440	5.55%	5.55%
Benefits	238,274	68,980	68,980	63,000	-8.67%	-8.67%
Operating	277,778	356,620	356,620	356,620	0.00%	0.00%
Capital	2,295	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$959,315</b>	<b>\$859,950</b>	<b>\$859,940</b>	<b>\$878,060</b>	<b>2.11%</b>	<b>2.11%</b>
<b>Total Without Benefits</b>	<b>\$721,041</b>	<b>\$790,970</b>	<b>\$790,960</b>	<b>\$815,060</b>	<b>3.05%</b>	<b>3.05%</b>
<b>Employees FTE</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>	<b>5.75</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Jack Lyburn, Director (410) 386-2071  
 Ashleigh Smith, Budget Analyst (410) 386-2082  
<http://www.carrollbiz.org/>

## Mission and Goals

To create a positive business environment to foster the growth and retention of resident companies and encourage the attraction of new industry. The purpose is to provide jobs for local residents, promote a healthy economy, and increase the industrial tax base to provide for government services.

### Goals include:

- Enhancing economic development in Carroll County to provide an adequate tax base to maintain a high-quality of life and ensure the stability of communities
- Providing opportunities for residents to work in their communities
- Investing in developing infrastructures and business support programs

## Description

The Department of Economic Development:

- Promotes Carroll County as a business location
- Provides an array of services to residents and potential businesses, such as site and facility tours, research, financing, regulatory agency assistance, and business advocacy services
- Provides administrative support to the Economic Development Commission, a Commissioner-appointed board that acts as an advisor 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

- February 2021 unemployment numbers rank Carroll County at 4.4%, well below the State's unemployment rate of 6.1%.
- Economic Development provided 1,844 direct grants of over \$6.5 million dollars in local, state, and federal aid to support Carroll small businesses, nonprofits, farms, and the hospitality industry during the pandemic recovery efforts.
- Commercial and Industrial vacancy rates are as noted below.

	Carroll	Baltimore
Office	10.1%	10.5%
Retail	4.6%	5.8%
Industrial	3.6%	8.2%

## Budget Changes

A 5.55% salary increase is included in FY 22.

# Business and Employment Resource Center

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$73,450	\$162,930	\$147,430	\$155,600	-4.50%	5.54%
Benefits	70,208	25,710	24,530	21,360	-16.92%	-12.92%
Operating	11,740	8,600	8,600	15,450	79.65%	79.65%
Capital	616	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$156,014</b>	<b>\$197,240</b>	<b>\$180,560</b>	<b>\$192,410</b>	<b>-2.45%</b>	<b>6.56%</b>
<b>Total Without Benefits</b>	<b>\$85,806</b>	<b>\$171,530</b>	<b>\$156,030</b>	<b>\$171,050</b>	<b>-0.28%</b>	<b>9.63%</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: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Jack Lyburn, Director (410) 386-2071  
 Ashleigh Smith, Budget Analyst (410) 386-2082  
<http://www.carrollworks.org/>

## Mission and Goals

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
- Market services to Carroll County employers
- Continue 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, located at 224 N. Center Street, Room 205, Westminster, MD, provides employment-related services which include skills and career assessment, career counseling, career exploration, occupational skills training, job skill remediation, diploma programs, on-the-job training, and job search/placement assistance. BERC offers a state-of-the-art One-Stop Resource Center with free usage of resources that include current labor market information, current job openings, computers, tutorials, workshops, and a well-equipped library. BERC assists local employers with no-fee recruitment services, 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.

## Program Highlights

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

	FY 20 Budget	FY 21 Budget	FY 22 Budget	FY 22 % of Total
<b>Local – County</b>	\$194,560	\$197,240	\$189,340	15.0%
<b>Grants</b>	1,102,900	\$1,080,777	\$1,080,586	85.00%
<b>Total</b>	<b>\$1,297,460</b>	<b>\$1,278,017</b>	<b>\$1,269,926</b>	<b>100.00%</b>

In FY 20:

- 7,944 customer visits (982 new) were made to BERC.
- 355 customers were registered to access individualized and training services beyond universally available self-directed services.
- Job recruitment events were held with over 48 businesses participating.

## Budget Changes

- The decrease from Original to Adjusted is due to employee turnover.
- A 5.55% salary increase is included in FY 22.
- Operating increases due to advertising, catering, and other vendor services.

# Economic Development Infrastructure and Investments

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	577,376	850,000	850,000	850,000	0.00%	0.00%
Capital	10,000	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$587,376</b>	<b>\$850,000</b>	<b>\$850,000</b>	<b>\$850,000</b>	<b>0.00%</b>	<b>0.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Jack Lyburn, Director (410) 386-2071  
Ashleigh Smith, Budget Analyst (410) 386-2082

## Description

Economic Development Infrastructure and Investments 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

Staff that administer the Infrastructure and Investments budget are included in the Economic Development Administration budget.

## Program Highlights

- Eldersburg Station has submitted plans for a hotel and restaurant site in Eldersburg. The 85-room hotel will be the first modern hotel in the southern portion of the County and is expected to fulfill a long-standing need expressed by area businesses. The 93,000 square foot project expects to break ground in 2021.
- Under new ownerships, Laser Applications has expanded its operation at 1110 S. Business Parkway in Westminster. The company is a full circle manufacturer of mission critical components, from R&D to full manufacturing. They were the first in the world to receive National Aerospace & Defense Contractor Accreditation. The company's expansion will result in 60 new jobs for a total of 90 employees.
- Flight Fab bought 1300 Tech Court in Westminster. The manufacturing company will expand the building to nearly 20,00 square feet. Fifty new employees are expected over the next few years.

- In Eldersburg, Near Communications purchased 7400 Buttercup Road. The company has plans to expand the current building by an additional 50,000 square feet.
- Alderson Loop, a consultant for IT, Marketing, and other creative talent, purchased a building at Warfield at Historic Sykesville. The company was named "Top Workplace by Baltimore Sun" (2020) and named to "Fast 50" list by Baltimore Business Journal (2016-2020). The expansion will retain 30 employees and create 60 new positions.
- 310 Tempering, a Kentucky based company, opened its 2nd facility in Westminster. The company manufactures high-quality custom glass shower doors and related products. In 2018, they were recognized as "Readers' Choice" by US Glass magazine. The company will create 80 jobs over the next several years.
- Eldersburg Station will feature a Candlewood Suites as the main anchor. The 90-room hotel will meet a demand for hotel rooms in Carroll County. A restaurant is planned in the future to compliment the site.
- Westminster Station has brought several new national tenants to the local market. A CVS anchor store joins Blaze Pizza, Tropical Smoothie Cafe, Aspen Dental, Jersey Mike's Subs, and Taco Loco.

# Farm Museum

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$387,561	\$414,500	\$407,120	\$429,710	3.67%	5.55%
Benefits	272,385	56,820	56,250	52,320	-7.92%	-6.99%
Operating	328,620	466,890	466,890	468,290	0.30%	0.30%
Capital	1,118	4,600	4,600	3,400	-26.09%	-26.09%
<b>Total</b>	<b>\$989,684</b>	<b>\$942,810</b>	<b>\$934,860</b>	<b>\$953,720</b>	<b>1.16%</b>	<b>2.02%</b>
<b>Total Without Benefits</b>	<b>\$717,299</b>	<b>\$885,990</b>	<b>\$878,610</b>	<b>\$901,400</b>	<b>1.74%</b>	<b>2.59%</b>
Employees FTE	11.10	11.10	11.03	11.03	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**Jack Lyburn, Director (410) 386-2071**  
**Ashleigh Smith, Budget Analyst (410) 386-2082**  
<http://carrollcountyfarmmuseum.org/>

## Mission and Goals

To promote the prestige and general welfare of Carroll County, to preserve the rural lifestyle that this country was built upon with a living history facility, and to educate all visitors about not only the Museum, but also the County's history and the role agriculture continues to hold in the modern world.

### Goals include:

- Enrich, educate, and entertain visitors by providing an experience of life in rural 19th century Carroll County
- Promote greater understanding of the resourcefulness of 19th century farm life using the technology of the period
- Provide a setting to teach rural Carroll County history to visitors of all ages
- Restore and preserve all Farm Museum buildings

## Description

The Carroll County Farm Museum, located at 500 South Center Street, Westminster, MD, was established in 1966 to preserve the rural heritage of Carroll County and to educate 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 the rural Carroll County farm lifestyle 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 Living History Camp, Enrichment Camp, Traditional Arts classes, and the Heirloom and County gardens provide opportunities to demonstrate how Carroll County residents lived 150 years ago.

Farm animals add to the pastoral ambience, along with a 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 Old-Fashioned July 4<sup>th</sup> Picnic, the Maryland Wine Festival, Fall Harvest Days, and the annual Holiday Tour.

## Program Highlights

- The Farm Museum continues to maintain its reputation as a wedding and conference venue.
- Living History Camp for elementary school students, and Traditional Arts Classes for children and adults, continue to be popular programs designed to support the Museum's educational mission and bring history to life.
- The National Archives Exhibit on the Bill of Rights has been added to the permanent collection.
- In FY 20, the Farm Museum had a decrease in events and attendance due to COVID-19.

## Budget Changes

- Personnel increases due to a 5.55% salary adjustment and minimum wage effects.
- Capital decreases due to moving funds to building maintenance in operating.

# Tourism

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$111,016	\$119,380	\$116,440	\$122,890	2.94%	5.54%
Benefits	42,885	15,480	15,260	14,360	-7.24%	-5.90%
Operating	158,035	238,860	238,860	238,860	0.00%	0.00%
Capital	0	500	500	500	0.00%	0.00%
<b>Total</b>	<b>\$311,936</b>	<b>\$374,220</b>	<b>\$371,060</b>	<b>\$376,610</b>	<b>0.64%</b>	<b>1.50%</b>
<b>Total Without Benefits</b>	<b>\$269,051</b>	<b>\$358,740</b>	<b>\$355,800</b>	<b>\$362,250</b>	<b>0.98%</b>	<b>1.81%</b>
<b>Employees FTE</b>	<b>2.90</b>	<b>2.70</b>	<b>2.50</b>	<b>2.50</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Jack Lyburn, Director (410) 386-2071  
 Ashleigh Smith, Budget Analyst (410) 386-2082  
<http://carrollcountytourism.org/>

## Mission and Goals

To market Carroll County as a tourist destination, to position Carroll County as a competitive destination statewide, and to provide visitors information and services.

## Goals include:

- Strengthen revenues for the County and local tourism-related businesses
- Market Carroll County as a reasonably priced, quality experience for visitors
- Provide up-to-date information for visitors

## Description

The Carroll County Visitor Center is located at 1838 Emerald Hill Lane, Westminster, MD. The office works to promote Carroll County as an attractive, inexpensive place to visit. These efforts include:

- Operating the Carroll County Visitor Center seven days a week
- Assisting local tourism-related businesses and event organizers in their marketing efforts
- Advertising, creating, and distributing marketing materials
- Attending travel shows that help promote the County
- Creating and distributing Tourism brochures
- Creating and maintaining the Tourism website

## Program Highlights

- The Tourism budget is 100% funded by the Hotel Tax.
- Tourism provides advertising efforts for different events happening around the County to help encourage growth in attendance.
- Expanded advertising to include 30 second spots on TV for Fox 45, Comcast and MPT in the fall and spring.

## Budget Changes

Personnel increases due to a 5.55% salary adjustment and minimum wage effects.

## Total County Funding

Department	Estimated Cost
Tourism	\$376,610
Health Benefits	21,000
OPEB	11,400
<b>Total</b>	<b>\$409,010</b>

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# Human Resources





# Human Resources Summary

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Human Resources Administration	\$1,108,299	\$882,180	\$855,220	\$1,046,370	18.61%	22.35%
Health and Fringe Benefits	1,328,034	28,409,510	28,409,510	29,357,050	3.34%	3.34%
Personnel Services	217,586	149,180	148,870	154,550	3.60%	3.82%
<b>Total Human Resources</b>	<b>\$2,653,919</b>	<b>\$29,440,870</b>	<b>\$29,413,600</b>	<b>\$30,557,970</b>	<b>3.79%</b>	<b>3.89%</b>
<b>Total Without Benefits</b>	<b>\$951,527</b>	<b>\$16,754,400</b>	<b>\$16,729,360</b>	<b>\$17,857,830</b>	<b>6.59%</b>	<b>6.75%</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 programs to employees as part of the full compensation package

## Highlights, Changes, and Useful Information

Human Resources supports County Government operations, as well as outside agencies at varying levels. Health coverage, retirement, and other benefits are administered and funded out of this Department for the Courts, State's Attorney's Office, and Sheriff's Office. These agencies use the clerical workers in Personnel Services. Health coverage is also provided to the Carroll County Public Library and Animal Control.

### Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover.
- In FY 22, Human Resources Administration includes the addition of 3 positions associated with the Fire/EMS transition.
- Health and Fringe Benefits increases due to the net effect of:
  - 4.0% annual increase in claims
  - \$1.0M reduction in OPEB from FY 22 planned amount due to recent actuarial information
  - Additional positions for 911, Fire/EMS Transition, and State's Attorney Digital Evidence Unit

# Human Resources Administration

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$670,671	\$663,890	\$638,850	\$808,120	21.72%	26.50%
Benefits	356,263	103,500	101,580	110,710	6.97%	8.99%
Operating	78,809	114,790	114,790	124,540	8.49%	8.49%
Capital	2,556	0	0	3,000	100.00%	100.00%
<b>Total</b>	<b>\$1,108,299</b>	<b>\$882,180</b>	<b>\$855,220</b>	<b>\$1,046,370</b>	<b>18.61%</b>	<b>22.35%</b>
<b>Total Without Benefits</b>	<b>\$752,036</b>	<b>\$778,680</b>	<b>\$753,640</b>	<b>\$935,660</b>	<b>20.16%</b>	<b>24.15%</b>
<b>Employees FTE</b>	<b>11.00</b>	<b>11.00</b>	<b>11.00</b>	<b>14.00</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**Kimberly Frock, Director (410) 386-2129**  
**Taylor Hockensmith, Management and Budget**  
**Project Coordinator (410) 386-2082**  
<https://www.carrollcountymd.gov/government/directory/human-resources/>

## 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
- 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.
- In FY 20:
  - Facilitated four quarterly orientations on policies, laws, recycling, risk management, and technology services.
  - MoMentum training program continues to build essential computer skills and management components.
  - Wellness Committee offered multiple events, including blood drives, monthly wellness events, and other education events.

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover.
- Personnel increases due to a 5.55% salary adjustment and the addition of three positions associated with the Fire/EMS transition.
- Operating decreases due to a reduction in training costs and professional development.

# Health and Fringe Benefits

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$9,675	\$13,000	\$13,000	\$12,000	-7.69%	-7.69%
Benefits	1,239,277	12,562,510	12,562,510	12,570,750	0.07%	0.07%
Operating	79,082	15,834,000	15,834,000	16,774,300	5.94%	5.94%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$1,328,034</b>	<b>\$28,409,510</b>	<b>\$28,409,510</b>	<b>\$29,357,050</b>	<b>3.34%</b>	<b>3.34%</b>
<b>Total Without Benefits</b>	<b>\$88,757</b>	<b>\$15,847,000</b>	<b>\$15,847,000</b>	<b>\$16,786,300</b>	<b>5.93%</b>	<b>5.93%</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: Actuals include allocations for health and fringe, OPEB, 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

**Kimberly Frock, Director (410) 386-2129**  
**Taylor Hockensmith, Management and Budget**  
**Project Coordinator (410) 386-2082**  
<https://www.carrollcountymd.gov/government/directory/human-resources/benefits-summary/>

## Mission and Goals

To administer employee benefits, educate employees about their benefits, and work with employees to resolve issues related to benefits.

The goal is to provide a competitive health and welfare benefit package to employees as part of the total compensation package.

## Description

Benefits offered by the County include:

- Pension plans (see the OPEB, Pension Trust, and Special Revenue Funds section for further explanation and annual contributions)
- Death benefits
- Longevity program
- Life insurance
- Disability benefits
- Medical healthcare
- Dental healthcare
- Tuition Reimbursement
- Wellness program

Staff that 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 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 provides out-of-network coverage at slightly increased expense to the insured.
- Benefit providers include OptumRx as the provider for prescription coverage and Delta Dental as the PPO provider for dental care.

## Budget Changes

Health and Fringe Benefits increases due to the net effect of:

- 4.0% annual increase in claims
- \$1.0M reduction in OPEB from FY 22 planned amount due to recent actuarial information
- Additional positions for 911, Fire/EMS transition, and State's Attorney Digital Evidence Unit.

# Personnel Services

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$110,734	\$128,710	\$128,710	\$135,860	5.56%	5.56%
Benefits	106,852	20,460	20,150	18,680	-8.70%	-7.30%
Operating	0	10	10	10	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$217,586</b>	<b>\$149,180</b>	<b>\$148,870</b>	<b>\$154,550</b>	<b>3.60%</b>	<b>3.82%</b>
<b>Total Without Benefits</b>	<b>\$110,734</b>	<b>\$128,720</b>	<b>\$128,720</b>	<b>\$135,870</b>	<b>5.55%</b>	<b>5.55%</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: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Kimberly Frock, Director (410) 386-2129  
 Taylor Hockensmith, Management and Budget  
 Project Coordinator (410) 386-2082

## Mission and Goals

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

### Goals include:

- Provide trained clerical support knowledgeable in County procedures and equipment
- Have staff ready and available for clerical openings to shorten recruitment time when vacancies occur

## Description

Personnel Services provides clerical support to all County agencies, Sheriff's Office, the Circuit Court, and the State's Attorney's Office as needed. The staff of clerical positions:

- Is readily available for assignments
- Is familiar with County procedures and policies
- Is trained and familiar with County office equipment and software
- Provides agencies the option to fill vacancies with trained employees
- Eliminates the need for temporary staffing from outside services
- Provides support when other employees are unavailable or additional support is needed

## Program Highlights

In FY 20, Personnel Services provided 5,600 hours of support to various agencies.

## Budget Changes

A 5.55% salary increase is included in FY 22.

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# **Land and Resource Management**



# Land and Resource Management Summary

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Land and Resource Management Administration	\$981,388	\$741,580	\$680,230	\$697,280	-5.97%	2.51%
Development Review	664,754	493,450	455,850	469,720	-4.81%	3.04%
Resource Management	989,548	703,270	773,910	806,850	14.73%	4.26%
Zoning Administration	340,650	231,070	231,070	239,000	3.43%	3.43%
<b>Total Land and Resource Management</b>	<b>\$2,976,340</b>	<b>\$2,169,370</b>	<b>\$2,141,060</b>	<b>\$2,212,850</b>	<b>2.00%</b>	<b>3.35%</b>
<b>Total Without Benefits</b>	<b>\$1,857,770</b>	<b>\$1,886,590</b>	<b>\$1,860,270</b>	<b>\$1,956,670</b>	<b>3.71%</b>	<b>5.18%</b>

## Mission and Goals

The Department of Land and Resource Management's vision is to maintain, develop, and implement programs in an efficient and effective manner related to development review, zoning, resource management, geographic information systems (GIS), and agricultural preservation.

### Goals include:

- Preserve farmland in perpetuity for present and future agricultural uses
- Develop creative means to achieve the County's land preservation goal of 100,000 acres
- Provide timely, efficient, accurate, and friendly customer service in a predictable and efficient manner while assuring compliance with County development codes, regulations, and processes, as well as applicable State laws and regulations
- Maintain full EPA National Pollutant Discharge Elimination System (NPDES) permit compliance for the five-year compliance period
- Promote the health, safety, and welfare of the residents of Carroll County through the fair and equitable enforcement of the Zoning Ordinance

## Highlights, Changes, and Useful Information

The majority of funding for the services provided by the Department of Land and Resource Management is in the Community Investment Plan, including Agricultural Land Preservation and water quality projects.

## Budget Changes

Overall Land and Resource Management decreases from FY 21 Original to Adjusted due to employee turnover.

# Land and Resource Management Administration

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$603,367	\$616,850	\$559,850	\$590,930	-4.20%	5.55%
Benefits	360,639	97,590	93,240	80,880	-17.12%	-13.26%
Operating	17,382	27,140	27,140	25,470	-6.15%	-6.15%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$981,388</b>	<b>\$741,580</b>	<b>\$680,230</b>	<b>\$697,280</b>	<b>-5.97%</b>	<b>2.51%</b>
<b>Total Without Benefits</b>	<b>\$620,749</b>	<b>\$643,990</b>	<b>\$586,990</b>	<b>\$616,400</b>	<b>-4.28%</b>	<b>5.01%</b>
<b>Employees FTE</b>	<b>9.43</b>	<b>9.43</b>	<b>8.43</b>	<b>8.43</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Chris Heyn, Director (410) 386-2145

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

<https://www.carrollcountymd.gov/government/directory/land-resource-management/>

## Mission and Goals

To maintain, develop, and implement programs in an efficient and effective manner related to development review, zoning, resource management, geographic information systems (GIS), and agricultural preservation.

### Goals include:

- Preserve farmland in perpetuity for present and future agricultural uses
- Develop creative means to achieve the County's land preservation goal of 100,000 acres
- Maintain full EPA National Pollutant Discharge Elimination System (NPDES) permit compliance for the five-year compliance period
- Promote the health, safety, and welfare of the residents of Carroll County through the fair and equitable enforcement of the Zoning Ordinance

## Description

The Department of Land and Resource Management is a front-line agency serving the citizens, businesses, and other governmental agencies on a daily basis. The Department provides leadership guidance, GIS products, and technical and statistical information on issues relating to development, land preservation, water resource management, zoning, town/county cooperation, and resource protection issues. Responsibilities also include enforcing the County's Storm Sewer System code, and managing the Countywide National Pollutant Discharge Elimination System (NPDES). The Department assists the Planning and Zoning Commission, the Environmental Advisory Council, and participates in the Water Resource Coordination Council.

## Program Highlights

- Annual in-house training for County and municipal staff was performed in October in compliance with the NPDES permit.
- Administration staff submitted the Annual Permit Compliance Report to the Maryland Department of Environment.
- 74,211 acres of farmland have been preserved as of FY 20.

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to a position transfer to Resource Management
- A 5.55% salary increase is included in FY 22.
- Operating decreases due to a reduction in employee training.



# Development Review

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$415,270	\$414,750	\$379,810	\$400,750	-3.38%	5.51%
Benefits	245,037	64,690	62,030	54,960	-15.04%	-11.40%
Operating	4,448	14,010	14,010	14,010	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$664,754</b>	<b>\$493,450</b>	<b>\$455,850</b>	<b>\$469,720</b>	<b>-4.81%</b>	<b>3.04%</b>
<b>Total Without Benefits</b>	<b>\$419,717</b>	<b>\$428,760</b>	<b>\$393,820</b>	<b>\$414,760</b>	<b>-3.27%</b>	<b>5.32%</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: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Laura Matyas, Bureau Chief (410) 386-2145  
 Chizuko M. Godwin, Senior Budget Analyst (410) 386-2082  
<https://www.carrollcountymd.gov/government/directory/land-resource-management/development-review/>

## Mission and Goals

To provide timely, efficient, accurate, and friendly customer service in a predictable and efficient manner while assuring compliance with County development codes, regulations, and processes, as well as applicable State laws and regulations.

## Goals include:

- Interpret correctly and consistently apply the requirements of Chapter 155 Development and Subdivision of Land, Chapter 156 Adequate Public Facilities and Concurrency Management, Chapter 158 Zoning, Development Review Manual, and Roads and Storm Drain Design Manual
- Promote economic development initiatives through expeditious and thorough reviews
- Develop and refine systems and procedures to collect, assess, and provide accurate, reliable development information
- Increase the availability of information for improving public knowledge and use of the development process
- Facilitate communications and cooperation for all users of our service
- Continually review and recommend code changes and revisions to improve the functionality of the development process

## Description

The Bureau of Development Review is responsible for reviewing all residential, commercial, and industrial plans in Carroll County. The Bureau processes and tracks development plans from submission through approval while providing development review services to the municipalities. The Bureau is also responsible for monitoring the effects of the Concurrency Management Ordinance and developing the annual report detailing the adequacy level of the applicable facilities.

## Program Highlights

Year	Final Plats Processed and Recorded	Planning Commission Reviewed
FY 20	39	62
FY 19	37	31
FY 18	48	39
FY 17	41	41
FY 16	48	27
FY 15	38	66
FY 14	41	35

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover.
- A 5.55% salary increase is included in FY 22.

# Resource Management

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$568,232	\$572,110	\$637,730	\$673,020	17.64%	5.53%
Benefits	375,508	89,840	94,860	92,310	2.75%	-2.69%
Operating	40,163	33,320	33,320	33,520	0.60%	0.60%
Capital	5,645	8,000	8,000	8,000	0.00%	0.00%
<b>Total</b>	<b>\$989,548</b>	<b>\$703,270</b>	<b>\$773,910</b>	<b>\$806,850</b>	<b>14.73%</b>	<b>4.26%</b>
<b>Total Without Benefits</b>	<b>\$614,040</b>	<b>\$613,430</b>	<b>\$679,050</b>	<b>\$714,540</b>	<b>16.48%</b>	<b>5.23%</b>
<b>Employees FTE</b>	<b>10.35</b>	<b>10.35</b>	<b>11.55</b>	<b>11.55</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Janet O'Meara, Acting Bureau Chief (410) 386-2145  
 Chizuko M. Godwin, Senior Budget Analyst (410) 386-2082  
<https://www.carrollcountymd.gov/government/directory/land-resource-management/resource-management/>

## Mission and Goals

To protect and manage the natural resources for use and enjoyment by the citizens of Carroll County, and to 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 current compliance period
- Protect and promote the economic value and contribution of Carroll County's agricultural resources

## Description

The Bureau of Resource Management staff is responsible for protection and management of water, soil, and forestry resources. The staff is involved in a wide range of activities: subdivision and site plan review, retrofit and restoration projects, tree plantings, water supply protection, watershed assessments, restoration and protection, forest protection and enhancement, landscape development and enhancement, floodplain management and grading/sediment control, sinkhole investigation, program development, inspection and enforcement, and technical assistance to other County agencies and the general public. The work of the Bureau is regulated by County Codes and State/Federal mandated programs.

## Program Highlights

- 1,629 acres of impervious area were treated when the 4<sup>th</sup> NPDES permit ended in December 2019. MDE administratively extended the permit until a 5<sup>th</sup> generation permit is issued.
- Additional 129 impervious acres were treated in the second half of FY 20 which will be credited to the next permit.
- More than \$18 million in grant funding received to date, offsetting costs associated with NPDES permit requirements

## Budget Changes

- The increase from FY 21 Original to Adjusted is due to a position transfer, partially offset by employee turnover and a personnel allocation.
- A 5.55% salary increase is included in FY 22.

# Zoning Administration

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$195,505	\$194,010	\$194,010	\$204,770	5.55%	5.55%
Benefits	137,386	30,660	30,660	28,030	-8.58%	-8.58%
Operating	7,170	6,100	6,100	6,200	1.64%	1.64%
Capital	590	300	300	0	-100.00%	-100.00%
<b>Total</b>	<b>\$340,650</b>	<b>\$231,070</b>	<b>\$231,070</b>	<b>\$239,000</b>	<b>3.43%</b>	<b>3.43%</b>
<b>Total Without Benefits</b>	<b>\$203,264</b>	<b>\$200,410</b>	<b>\$200,410</b>	<b>\$210,970</b>	<b>5.27%</b>	<b>5.27%</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: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Jay C. Voight, Zoning Administrator (410) 386-2982  
 Chizuko M. Godwin, Senior Budget Analyst (410) 386-2082  
<https://www.carrollcountymd.gov/government/directory/land-resource-management/zoning-administration/>

## Mission and Goals

To maintain a fair and equitable application of the Zoning Ordinance.

### Goals include:

- Promote the health, safety, and welfare of the residents of Carroll County through the fair and equitable enforcement of the Zoning Ordinance
- Administer, maintain, and enforce the Zoning Ordinance and related regulations, and to process development proposals and applications to ensure land use activities are in accordance with the Zoning Ordinance and Comprehensive Plan
- Interpret the Zoning Ordinance and provide information to citizens and 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
- Population density
- 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

	FY 18	FY 19	FY 20
New Zoning Cases	271	305	210
Abated Cases	291	325	223
Zoning Certificates Issued	86	58	119
Admin. Zoning Hearings	59	76	66
Building Permits Processed	1,661	1,909	1,864
Investigation Activities	1,872	1,433	1,458

## Budget Changes

A 5.55% salary increase is included in FY 22.



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# Management and Budget



# Management and Budget Summary

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Management and Budget Administration	\$278,056	\$247,530	\$241,660	\$249,830	0.93%	3.38%
Budget	722,202	546,860	539,790	609,320	11.42%	12.88%
Grants Office	165,827	163,470	156,120	155,210	-5.05%	-0.58%
Risk Management	1,594,332	2,302,620	2,302,620	2,409,400	4.64%	4.64%
<b>Total Management and Budget</b>	<b>\$2,760,417</b>	<b>\$3,260,480</b>	<b>\$3,240,190</b>	<b>\$3,423,760</b>	<b>5.01%</b>	<b>5.67%</b>
<b>Total Without Benefits</b>	<b>\$1,574,850</b>	<b>\$3,067,700</b>	<b>\$3,048,850</b>	<b>\$3,235,060</b>	<b>5.46%</b>	<b>6.11%</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:

- 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
- Provide asset management through effective safety, insurance, and building inspection programs

### Highlights, Changes, and Useful Information

- The Department of Management and Budget supports County Government operations and 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's Office, Carroll Community College, Carroll County Public Library, and others.
- The current FY 21 Adopted Operating and Capital Budgets, as well as prior year budgets, are available on the Carroll County Government website.
- Grants statistical information:

	FY 17	FY 18	FY 19	FY 20
Grant Applications	113	98	109	124
Grants Awarded	91	87	87	115
Grants Denied	22	9	18	5
Grants Pending	0	2	4	4
Award Dollars	\$12,314,137	\$12,846,237	\$11,397,433	\$29,785,751

### Budget Changes

- The overall decrease from FY 21 Original to Adjusted is due to employee turnover.
- Overall FY 22 Budget includes 2 additional positions associated with the Fire/EMS transition.

# Management and Budget Administration

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$192,574	\$201,740	\$196,290	\$207,190	2.70%	5.55%
Benefits	78,407	32,050	31,630	28,480	-11.14%	-9.96%
Operating	7,075	13,740	13,740	14,160	3.06%	3.06%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$278,056</b>	<b>\$247,530</b>	<b>\$241,660</b>	<b>\$249,830</b>	<b>0.93%</b>	<b>3.38%</b>
<b>Total Without Benefits</b>	<b>\$199,649</b>	<b>\$215,480</b>	<b>\$210,030</b>	<b>\$221,350</b>	<b>2.72%</b>	<b>5.39%</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: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**Ted Zaleski, Director (410) 386-2082**  
**Heidi K. Pepin, Management and Budget Project Coordinator**  
**(410) 386-2082**  
<https://www.carrollcountymd.gov/government/directory/management-budget/>

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover.
- A 5.55% salary increase is included in FY 22.

## Mission

To manage the County's financial resources and insured investments efficiently and effectively.

## Goals include:

- Accurately project the availability of resources without exceeding actual collections
- Provide information and analysis to the Board of County Commissioners
- Help agencies to provide services, facilities, and infrastructure
- Monitor revenues and expenditures to assure a fiscally appropriate year-end position
- Communicate information about the budget, six-year budget plans, and the fiscal position 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 Office. Through these agencies, the Department organizes and provides detailed fiscal analysis and management information to assist the Board of County Commissioners and County agencies in making informed management decisions.

The Department of Management and Budget seeks to develop funding strategies that provide a mix of funds from Federal, State, foundation, local, and corporate sources. It also oversees many of the County's insurance programs while working to reduce insurance losses through various Risk Management programs.



# Budget

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$464,480	\$462,360	\$455,790	\$525,030	13.55%	15.19%
Benefits	253,628	73,080	72,580	71,870	-1.66%	-0.98%
Operating	4,094	11,420	11,420	11,420	0.00%	0.00%
Capital	0	0	0	1,000	100.00%	100.00%
<b>Total</b>	<b>\$722,202</b>	<b>\$546,860</b>	<b>\$539,790</b>	<b>\$609,320</b>	<b>11.42%</b>	<b>12.88%</b>
<b>Total Without Benefits</b>	<b>\$468,574</b>	<b>\$473,780</b>	<b>\$467,210</b>	<b>\$537,450</b>	<b>13.44%</b>	<b>15.03%</b>
<b>Employees FTE</b>	<b>7.15</b>	<b>7.15</b>	<b>7.15</b>	<b>8.15</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**Deborah Effingham, Bureau Chief (410) 386-2082**  
**Heidi K. Pepin, Management and Budget Project Coordinator**  
**(410) 386-2082**  
<https://www.carrollcountymd.gov/government/directory/management-budget/bureau-of-budget/>

## Mission

To turn the Commissioners' vision, goals, and priorities into services and facilities through the allocation of resources. The Bureau of Budget facilitates the County Budget process and is responsible for forecasting and monitoring all revenues and expenditures.

## Goals include:

- Accurately project the availability of resources without exceeding actual collections
- Provide information and analysis to the Board of County Commissioners
- Help agencies provide services, facilities, and infrastructure
- Monitor revenues and expenditures to assure a fiscally appropriate year-end position
- Communicate information about the budget, six-year plans, and our fiscal position to elected officials, service providers, and the public

## Description

The Bureau of Budget facilitates the County Budget process and is responsible for forecasting and monitoring all revenues. Staff assists County agencies in the preparation of their budget requests, reviews those requests, and makes recommendations to the County Commissioners for a balanced budget.

Throughout the year, Budget staff reviews 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 21 Adopted Operating and Capital Budgets are available on the Carroll County Government website. The Recommended, Proposed, and Adopted Capital and Operating Budgets for FY 22 become available on the website as each are completed.

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover.
- Personnel increases due to a 5.55% salary adjustment and the addition of a Budget Technician position.

# Grants Office

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$103,464	\$129,680	\$122,850	\$129,600	-0.06%	5.49%
Benefits	55,108	20,510	19,990	17,830	-13.07%	-10.81%
Operating	1,400	13,280	13,280	7,780	-41.42%	-41.42%
Capital	5,856	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$165,827</b>	<b>\$163,470</b>	<b>\$156,120</b>	<b>\$155,210</b>	<b>-5.05%</b>	<b>-0.58%</b>
<b>Total Without Benefits</b>	<b>\$110,719</b>	<b>\$142,960</b>	<b>\$136,130</b>	<b>\$137,380</b>	<b>-3.90%</b>	<b>0.92%</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: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**Deborah Standiford, Grants Manager (410) 386-2082**  
**Heidi K. Pepin, Management and Budget Project**  
**Coordinator (410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/management-budget/grants-management/>

## Mission and Goals

To enhance Carroll County by 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 Office 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. 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. Grants may also be selected for monitoring at random to assure sufficiency of record keeping in preparation for audit.

## Program Highlights

In FY 20, the Grants Office:

- Referred approximately 80 targeted grant opportunities to Carroll County agencies and non-profits
- Offered a training session on Grants Compliance
- Provided grant advice and leadership to County Board and Councils, including Carroll County Homelessness Board, Local Management Board, and Transportation Advisory Council.

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover.
- A 5.55% salary increase is included in FY 22.
- Operating decreases due to the biennial Indirect Cost Study in FY 21.

# Risk Management

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$215,643	\$233,720	\$233,720	\$294,660	26.07%	26.07%
Benefits	798,424	67,140	67,140	70,520	5.03%	5.03%
Operating	580,265	1,998,760	1,998,760	2,040,220	2.07%	2.07%
Capital	0	3,000	3,000	4,000	33.33%	33.33%
<b>Total</b>	<b>\$1,594,332</b>	<b>\$2,302,620</b>	<b>\$2,302,620</b>	<b>\$2,409,400</b>	<b>4.64%</b>	<b>4.64%</b>
<b>Total Without Benefits</b>	<b>\$795,908</b>	<b>\$2,235,480</b>	<b>\$2,235,480</b>	<b>\$2,338,880</b>	<b>4.63%</b>	<b>4.63%</b>
<b>Employees FTE</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>5.00</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe and OPEB 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. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**Cecilia Devilbiss, Risk Manager (410) 386-2082**  
**Heidi K. Pepin, Management and Budget Project Coordinator**  
**(410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/management-budget/risk-management/>

## Budget Changes

- Personnel increases due to a 5.55% salary adjustment and the addition of a Risk Management Technician position.
- Operating increases due to insurance costs.

## Mission and Goals

To prevent adverse events and 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 administers 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.



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# Technology Services



# Technology Services Summary

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Technology Services	\$5,095,886	\$4,631,260	\$4,631,260	\$5,105,770	10.25%	10.25%
Production and Distribution Services	391,268	434,120	419,390	416,430	-4.07%	-0.71%
<b>Total Technology Services</b>	<b>\$5,487,154</b>	<b>\$5,065,380</b>	<b>\$5,050,650</b>	<b>\$5,522,200</b>	<b>9.02%</b>	<b>9.34%</b>
<b>Total Without Benefits</b>	<b>\$4,229,580</b>	<b>\$4,711,890</b>	<b>\$4,698,210</b>	<b>\$5,200,310</b>	<b>10.37%</b>	<b>10.69%</b>

## Mission and Goals

The Department of Technology Services provides cost-effective, quality technology solutions and services that enable County departments, agencies, and partners to be successful in achieving their respective goals.

### Goals include:

- To provide technology services to County agencies and partners to ensure appropriate and cost-effective use of IT services
- To provide technical expertise in the implementation and support of computer applications to County agencies and partners in order to accomplish management improvements and business process efficiencies, and to serve the residents, businesses, and employees of Carroll County
- To provide the underlying technology infrastructure required to assist County agencies in providing effective support to residents
- To increase access to information and services through E-Government platforms

### Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover in Production and Distribution Services.
- Technology Services increases due to new digital evidence management systems for the Sheriff's Office and State's Attorney's Office, and software purchases, partially offset by lower maintenance costs for servers.

# Technology Services

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$2,046,348	\$2,114,350	\$2,114,350	\$2,231,740	5.55%	5.55%
Benefits	1,176,503	334,330	334,330	306,460	-8.34%	-8.34%
Operating	1,855,936	2,109,310	2,109,310	2,448,570	16.08%	16.08%
Capital	17,099	73,270	73,270	119,000	62.41%	62.41%
<b>Total</b>	<b>\$5,095,886</b>	<b>\$4,631,260</b>	<b>\$4,631,260</b>	<b>\$5,105,770</b>	<b>10.25%</b>	<b>10.25%</b>
<b>Total Without Benefits</b>	<b>\$3,919,382</b>	<b>\$4,296,930</b>	<b>\$4,296,930</b>	<b>\$4,799,310</b>	<b>11.69%</b>	<b>11.69%</b>
Employees FTE	32.17	32.17	32.17	32.17	-----	-----

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Mark Ripper, Director (410) 386-2056

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

<https://www.carrollcountymd.gov/government/directory/technology-services/>

## Mission and Goals

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 (GIS). 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.

## Budget Changes

- A 5.55% salary increase is included in FY 22.
- Operating increases due to new digital evidence management systems for the Sheriff and State's Attorney's Offices, a multi-year software renewal, and new software purchases, partially offset by lower software and hardware maintenance cost for backup and virtual servers.
- Capital increases due to equipment purchase for new positions.



# Production and Distribution Services

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$142,959	\$121,270	\$107,590	\$112,290	-7.40%	4.37%
Benefits	81,070	19,160	18,110	15,430	-19.47%	-14.80%
Operating	166,575	293,690	293,690	288,710	-1.70%	-1.70%
Capital	664	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$391,268</b>	<b>\$434,120</b>	<b>\$419,390</b>	<b>\$416,430</b>	<b>-4.07%</b>	<b>-0.71%</b>
<b>Total Without Benefits</b>	<b>\$310,198</b>	<b>\$414,960</b>	<b>\$401,280</b>	<b>\$401,000</b>	<b>-3.36%</b>	<b>-0.07%</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: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Mark Ripper, Director (410) 386-2056

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

<https://www.carrollcountymd.gov/government/directory/technology-services/>

## Description

To provide organizational support services including photocopying, white prints, binding, laminating, and mailing and shipping services to County agencies, as well as to some affiliated groups.

Production and Distribution Services (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.

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover.
- A 5.55% salary increase is included in FY 22.
- Operating decreases due to a reduction in copy supplies.



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## **General Government Other**



# General Government Other Summary

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Administrative Hearings	\$99,974	\$78,400	\$78,400	\$87,090	11.08%	11.08%
Audio Video Production	267,438	184,240	184,240	180,100	-2.25%	-2.25%
Board of Elections	1,044,325	1,505,150	1,505,150	1,763,500	17.16%	17.16%
Board of License Commissioners	79,116	86,340	85,590	88,110	2.05%	2.94%
County Commissioners	1,172,362	988,080	879,480	910,350	-7.87%	3.51%
Not in Carroll	231,014	300,000	300,000	300,000	0.00%	0.00%
<b>Total General Government Other</b>	<b>\$2,894,229</b>	<b>\$3,142,210</b>	<b>\$3,032,860</b>	<b>\$3,329,150</b>	<b>5.95%</b>	<b>9.77%</b>
<b>Total Without Benefits</b>	<b>\$2,349,506</b>	<b>\$2,675,740</b>	<b>\$2,600,300</b>	<b>\$3,196,430</b>	<b>19.46%</b>	<b>22.93%</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.
- Since FY 11, five Commissioners are elected by district. These election districts can be viewed at: <https://www.carrollcountymd.gov/services/gis-maps/gis-map-gallery/map-gallery/election-districts-and-precincts/>
- Not in Carroll is a comprehensive initiative to combat drug abuse and provides resources for drug prevention, treatment, prosecution, and enforcement in Carroll County.
- The Board of License Commissioners collects fees for applications of new or transferred liquor licenses and license violations. Below is a history of liquor revenues:

FY 12	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18	FY 19	FY 20
\$203,787	\$203,929	\$208,049	\$230,114	\$228,775	\$220,664	\$231,176	\$218,382	\$164,223

## Budget Changes

- Overall decrease from FY 21 Original to Adjusted due to employee turnover and the elimination of a position in the Commissioners' Office.
- Audio Video Production decreases due to fewer purchases in FY 22 due to CARES grant funding.
- Board of Elections increases due to personnel costs, one-time purchase of ballot boxes, two additional State positions, and an increase in State billing.

# Administrative Hearings

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$50,147	\$49,190	\$49,190	\$51,920	5.55%	5.55%
Benefits	36,514	7,820	7,820	7,140	-8.70%	-8.70%
Operating	13,312	21,390	21,390	28,030	31.04%	31.04%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$99,974</b>	<b>\$78,400</b>	<b>\$78,400</b>	<b>\$87,090</b>	<b>11.08%</b>	<b>11.08%</b>
<b>Total Without Benefits</b>	<b>\$63,459</b>	<b>\$70,580</b>	<b>\$70,580</b>	<b>\$79,950</b>	<b>13.28%</b>	<b>13.28%</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: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**Jo Vance, Administrative Hearings Coordinator**  
(410) 386-2094

**Chizuko Godwin, Senior Budget Analyst (410) 386-2082**

<http://www.carrollcountymd.gov/government/directory/county-administrator/administrative-hearings/>

## 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.

## Description

The Board of Zoning Appeals is a five-member board appointed by the County Commissioners to serve three-year terms. Their purpose is to hear citizen appeals for zoning violation citations, and for special exceptions and variances to zoning ordinance regulations and specifications. The Board consists of a chairman and four members who sit as administrative judges three to four days each month, depending upon the number of cases filed and scheduled.

The Carroll County Ethics Commission is a six-member board established by County law appointed by the Carroll County Commissioners. The role of the Ethics Commission is to receive and maintain financial disclosures and lobbying disclosures, process outside employment requests, process and make determinations as to complaints filed by persons alleging violations of the Ethics Ordinance, and to provide public information regarding the purpose and application of the Ethics Ordinance.

The Historic Preservation Commission (HPC) is a five-member board established by County law and appointed by the Carroll County Commissioners. The HPC reviews work permit applications prior to changes being made to any property within the Historic District involving 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.

Board members are appointed by the County Commissioners and are not County employees.

Staff associated with this budget provide administrative support to the Board of Zoning Appeals, Ethics Commission, and Historic Preservation Commission.

## Budget Changes

- A 5.55% salary increase is included in FY 22.
- Operating increases due to per diem for the Board of Zoning Appeals members.

# Audio Video Production

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$141,389	\$139,510	\$139,510	\$147,260	5.56%	5.56%
Benefits	108,173	22,080	22,080	20,190	-8.56%	-8.56%
Operating	1,721	2,650	2,650	2,650	0.00%	0.00%
Capital	16,155	20,000	20,000	10,000	-50.00%	-50.00%
<b>Total</b>	<b>\$267,438</b>	<b>\$184,240</b>	<b>\$184,240</b>	<b>\$180,100</b>	<b>-2.25%</b>	<b>-2.25%</b>
<b>Total Without Benefits</b>	<b>\$159,265</b>	<b>\$162,160</b>	<b>\$162,160</b>	<b>\$159,910</b>	<b>-1.39%</b>	<b>-1.39%</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: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**Chris Swam, Digital Media Manager (410) 386-2801**  
**Heidi K. Pepin, Management and Budget**  
**Project Coordinator (410) 386-2082**  
<http://www.carrollcountymd.gov/government/directory/county-administrator/audiovideo-production/>

## Mission and Goals

- To provide information to Carroll County citizens concerning the functions, activities, and programs of Carroll County Government.
- To expand and enhance public participation in the governmental process by broadcasting meetings of governmental bodies, public hearings, and other related governmental events
- To create and present programs to expand citizen awareness of County government, organizations and functions
- To facilitate communication between citizens and government officials
- To expand and enhance citizen access to County programs and services via cable television and Internet
- To enhance emergency communications in the County
- To educate and inform citizens about county government decisions and decision makers
- To provide consistent messaging over multiple platforms

## Goals include:

- Develop a global brand for Carroll County to encompass all aspects of county government and promote the benefits of Carroll County
- Coordinate with agencies to promote programs and projects
- Coordinate social media messaging across departments
- Develop a calendar of postings to social media platforms and track the effectiveness of the communication
- Increase subscriptions for Carroll Connect and followers on Facebook and Twitter
- Ensure that content on the county website is up to date
- Promote County initiatives and ideas through local media

## Description

Audio Video Production creates digital content, content for Comcast Channel 24, County social networking, and provides media assistance to County departments. In addition, staff provides technical maintenance of audio/video equipment, along with the design and installation of County audio and video systems.

Audio Video Production provides timely, accurate information about County government programs, projects, and issues. Staff serves as a liaison between the government, members of the media, and citizens of Carroll County, MD.

## Program Highlights

Social media statistics for 2020 include:

- 23,798 subscribers to GovDelivery Service
- 19,000 users on Meeting Portal/Web Stream
- 54,300 views on County's YouTube Channel
- 8,870 followers on Twitter
- Over 9,000 followers on Facebook
- Over 370 hours of programming broadcast on Channel 24

## Budget Changes

A 5.55% salary increase is included in FY 22.

# Board of Elections

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$43,662	\$34,550	\$34,550	\$35,470	2.66%	2.66%
Benefits	1,585	2,640	2,640	2,710	2.65%	2.65%
Operating	998,733	1,467,660	1,467,660	1,725,020	17.54%	17.54%
Capital	345	300	300	300	0.00%	0.00%
<b>Total</b>	<b>\$1,044,325</b>	<b>\$1,505,150</b>	<b>\$1,505,150</b>	<b>\$1,763,500</b>	<b>17.16%</b>	<b>17.16%</b>
<b>Total Without Benefits</b>	<b>\$1,042,740</b>	<b>\$1,502,510</b>	<b>\$1,502,510</b>	<b>\$1,760,790</b>	<b>17.19%</b>	<b>17.19%</b>
<b>Employees FTE</b>	<b>0.62</b>	<b>0.62</b>	<b>0.62</b>	<b>0.62</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Katherine Berry, Director (410) 386-2080  
 Heidi K. Pepin, Management and Budget  
 Project Coordinator (410) 386-2082  
<https://elections.carrollcountymd.gov/>

## Mission and Goals

To conduct Primary and General Elections for the citizens of Carroll County.

### Goals include:

- Administer Federal, State, and Local laws, policies, and court decisions
- Implement all election-related legislation of the Maryland General Assembly
- Conduct honest and impartial elections with the highest level of integrity
- Ensure access to early voting centers

## Description

The Board of Elections is responsible for all Federal, State, and County elections held in Carroll County. The Board consists of five regular members appointed by the Governor for four-year terms. The Board administers programs, including voter registration, absentee ballots, election judge hiring and training, petition management, election and results management, candidacy and campaign finance, precinct boundary and street file management, voting system and electronic pollbook maintenance. As of February 1, 2020, there were 124,087 active voters in Carroll County, with 36 polling locations and 2 early voting centers.

## Program Highlights

Voter statistics for 2020 include:

- 9,100 additional active registrations
- 6,200 active registration subtractions
- 4,900 party affiliation changes

## Budget Changes

Operating increases due to personnel costs, one-time purchase of ballot boxes, two additional State positions, and State billing.



# Board of License Commissioners

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$54,145	\$66,330	\$65,630	\$69,010	4.04%	5.15%
Benefits	18,292	8,740	8,690	8,150	-6.75%	-6.21%
Operating	6,678	11,270	11,270	10,950	-2.84%	-2.84%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$79,116</b>	<b>\$86,340</b>	<b>\$85,590</b>	<b>\$88,110</b>	<b>2.05%</b>	<b>2.94%</b>
<b>Total Without Benefits</b>	<b>\$60,823</b>	<b>\$77,600</b>	<b>\$76,900</b>	<b>\$79,960</b>	<b>3.04%</b>	<b>3.98%</b>
<b>Employees FTE</b>	<b>1.38</b>	<b>1.38</b>	<b>1.38</b>	<b>1.38</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**Jo Vance, Administrative Hearings Coordinator**  
**(410) 386-2094**

**Chizuko Godwin, Senior Budget Analyst (410) 386-2082**

<https://www.carrollcountymd.gov/government/boards-commissions/board-of-license-commissioners-liquor-board/>

## Mission and Goals

To assure compliance with the regulations of Article 2B, the Laws and Regulations of the State of Maryland, for the sale of alcoholic beverages and tobacco tax.

## Description

The Board of License Commissioners is a three-member board mandated by State law. They are appointed by the Carroll County Commissioners to accept, hear, and approve applications for County liquor licenses. The Board is responsible for the annual renewal of all existing liquor licenses, issuance of special and temporary liquor licenses, and the enforcement of the State alcoholic beverage laws. The Board consists of a Chairman and two members who sit as administrative judges, meeting one day each month to hear requests for applications and cases on violations that have been filed. The three Board members are appointed by the County Commissioners and are not County employees.

## Program Highlights

Fees are collected for applications for new or transferred liquor licenses and license violations. The Board of License Commissioners collects these fees. Below is a history of liquor license revenues:

FY 16	FY 17	FY 18	FY 19	FY 20
\$228,775	\$220,664	\$231,176	\$218,382	\$164,223

## Budget Changes

Personnel increases due to:

- A 5.55% salary increase for the Inspector positions
- Salary adjustments for by-law members of the Board of License Commissioners.

# County Commissioners

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$727,596	\$775,550	\$700,810	\$725,200	-6.49%	3.48%
Benefits	380,158	125,190	91,330	94,530	-24.49%	3.50%
Operating	64,608	86,340	86,340	89,620	3.80%	3.80%
Capital	0	1,000	1,000	1,000	0.00%	0.00%
<b>Total</b>	<b>\$1,172,362</b>	<b>\$988,080</b>	<b>\$879,480</b>	<b>\$910,350</b>	<b>-7.87%</b>	<b>3.51%</b>
<b>Total Without Benefits</b>	<b>\$792,204</b>	<b>\$862,890</b>	<b>\$788,150</b>	<b>\$815,820</b>	<b>-5.45%</b>	<b>3.51%</b>
<b>Employees FTE</b>	<b>13.65</b>	<b>13.65</b>	<b>12.65</b>	<b>12.65</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**Roberta Windham, County Administrator (410) 386-2043**  
**Stephanie R. Krome, Senior Budget Analyst (410) 386-2082**  
<http://www.carrollcountymd.gov/government/commissioners/>

## Mission and Goals

To ensure Carroll County government provides effective and efficient service to its citizens in a courteous and friendly manner. Carroll County conducts business openly and encourages all residents to play an active role in creating and keeping Carroll County a great place to live, a great place to work, and a great place to play.

## Ten Governing Principles

The Board of Commissioners established principles that will guide their administration. Refer to the link below to get a full explanation of the principles.

<http://ccgoverment.carr.org/ccg/releases/Gov%20Principles.pdf>

1. Smaller, Constitutional Government
2. Mandates
3. Term Limits
4. Property 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 budgets, establishing the tax levy, and setting the 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.

## Program Highlights

Beginning FY 11, five Commissioners are elected by district. These election districts can be viewed at:  
<https://www.carrollcountymd.gov/government/commissioners/>

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to the elimination of a position.
- A 5.55% salary increase is included in FY 22.
- Operating increases due to professional development and an increase to membership costs.

# Not in Carroll

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	231,014	300,000	300,000	300,000	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$231,014</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>0.00%</b>	<b>0.00%</b>
<b>Total Without Benefits</b>	<b>\$231,014</b>	<b>\$300,000</b>	<b>\$300,000</b>	<b>\$300,000</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: Actuals include a health and fringe allocation and other operating expenditures. 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  
Ashleigh Smith, Budget Analyst (410) 386-2082

## Mission and Goals

To provide additional funding to drug treatment, prevention, prosecution, and enforcement.

## Description

Not in Carroll is a comprehensive initiative to combat drug abuse and provide resources for drug prevention, treatment, prosecution, and enforcement in Carroll County. Funds will be distributed to programs as recommended by a committee made up of members from local law enforcement, clinicians, and the community, and approved by the Board of County Commissioners.

## Program Highlights

In FY 21, the following were approved:

- \$135,000 for a Crisis Call Center through the Carroll County Health Department
- \$165,000 to the Boys and Girls Club for an after-school program for the middle school students



*Conservation and Natural  
Resources Appropriations*



# Conservation and Natural Resources Summary

	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Extension Office of Carroll County	\$502,285	\$515,080	\$515,080	\$515,080	0.00%	0.00%
Gypsy Moth	6,105	30,000	30,000	30,000	0.00%	0.00%
Soil Conservation District	597,245	383,690	383,690	404,600	5.45%	5.45%
Weed Control	67,546	101,980	101,980	73,580	-27.85%	-27.85%
<b>Total Conservation and Natural Resources</b>	<b>\$1,173,181</b>	<b>\$1,030,750</b>	<b>\$1,030,750</b>	<b>\$1,023,260</b>	<b>-0.73%</b>	<b>-0.73%</b>
<b>Total Without Benefits</b>	<b>\$944,920</b>	<b>\$976,560</b>	<b>\$976,560</b>	<b>\$965,980</b>	<b>-1.08%</b>	<b>-1.08%</b>

## Mission and Goals

Conservation and Natural Resources is a group of State agencies that have a funding partnership with Carroll County. There is no inherent relationship between these budgets. They are combined for presentation purposes only.

## Goals include:

- Support Carroll County's agriculture industry
- Protect and take actions to preserve the County and State's valuable natural resources
- Promote public awareness and education to maintain and improve residents' wellbeing and the quality and quantity of natural resources
- Control and eliminate threats to our natural resources

## Highlights, Changes, and Useful Information

In FY 20:

- Extension Office of Carroll County served 14,992 constituents directly and over 245,000 indirectly.
- Gypsy Moth program conducted more than 400 gypsy moth egg mass surveys on private, State, and County lands.
- Farmers in Carroll County completed 30 soil conservation capital projects, with assistance of \$760,290 from the Maryland Agricultural Water Quality Cost-Share Programs (MACS).
- Carroll farmers entered into 126 contracts to cover 25,883 acres through the Winter Cover Crop Program.
- Weed Control's noxious weed spray program generated \$40,618 in revenues from State and County agencies, and a value of \$15,546 for County roads and properties. Weed Control does not bill the County for spraying County right-of-way along roads.

## Budget Changes

Weed Control decreases due to a one-time capital purchase in FY 21.

# Extension Office of Carroll County

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	502,285	515,080	515,080	515,080	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$502,285</b>	<b>\$515,080</b>	<b>\$515,080</b>	<b>\$515,080</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

**Bryan Butler, Area Extension Director (410) 386-2760**  
**Stephanie R. Krome, Senior Budget Analyst (410) 386-2282**  
<http://extension.umd.edu/carroll-county>

## Mission and Goals

To enhance the quality of life for people and communities by disseminating unbiased research-based educational information.

## Description

University of Maryland Extension (UME) is a statewide, non-formal education system within the college of Agriculture and Natural Resources and the University of Maryland Eastern Shore. UME educational programs and problem-solving assistance are available to citizens and are based on the research and experience of land grant universities such as the University of Maryland, College Park. The County funds approximately 40% of the cost of operations.

There are eight educators and one Nutrient Management Advisor based in the Carroll County Office that provide educational programming and materials, services, and consultations for the community. There is also a Business Services Specialist, two Administrative Assistants, and an Information Technology Assistant who provides the administrative support for the office. An Area Extension Director provides administrative oversight and direction for the Carroll, Frederick, and Howard County offices.

UME provides solutions in the community by providing timely, research-based information through educational programs and materials in the following areas:

Agricultural and Natural Resources	Family and Consumer Sciences
4-H Youth Program	Nutrient Management
Nutrition Education Program	
Home Horticulture and Master Gardener Program	

## Program Highlights

In FY 20:

- 4-H is the largest youth development program in the United States, and Carroll County has a thriving program with 725 members, 384 volunteers and an additional 4,058 youth and adults reached through various community efforts.
- The Agriculture Agents reached 2,347 contacts, and directly consulted with 87 farming operations addressing specific needs of the producers for their operations.
- Family and Consumer Sciences Healthy Living Environment Educator developed, delivered, and evaluated programming for Carroll County through more than 993 contacts.
- Master Gardeners oversaw 85 volunteers who contributed 1,000 hours in Carroll County through special programs in schools, libraries, senior centers, and other community venues.
- 914 families were taught UME signature programs through virtual classroom partnerships



# Gypsy Moth

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	6,105	30,000	30,000	30,000	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$6,105</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

**Stephanie R. Krome, Senior Budget Analyst (410) 386-2082**

[http://mda.maryland.gov/plantspests/Pages/gypsy\\_moth\\_program.aspx](http://mda.maryland.gov/plantspests/Pages/gypsy_moth_program.aspx)

## Program Highlights

In FY 20:

- Conducted more than 400 gypsy moth egg mass surveys on private, State, and County lands.
- Placed and monitored traps to check for the presence of Sirex wood wasps and walnut twig beetles.

## Mission and Goals

To serve the citizens of Maryland by protecting forest resources from insects and diseases, both native and invasive, through environmentally and economically sound pest management.

### Goals include:

- Protect high-value forest and landscape trees in urban and rural areas from losses due to insects and disease
- Provide pest identification and pest-management advice to County and private forest owners and managers, in a timely manner, in order to prevent the loss of affected forest and landscape tree resources and to avoid unnecessary costs associated with their protection
- Successfully complete gypsy moth pest-management activities where economically and environmentally feasible

## Description

The Forest Pest Management Section (FPM), part of the Maryland Department of Agriculture, conducts several activities to monitor, assess, and control tree disease or insect infestations that affect the health of Maryland forests. FPM provides advice on forest insects and diseases and manages Gypsy Moth and Hemlock Woolly Adelgid infestations in forest habitats.

The Gypsy Moth program has proactively conducted a cooperative suppression program since 1982. FPM employs three Entomologists and six Inspectors, plus a Program Manager and Administrative Officer. There are three field offices throughout the State.

Surveys typically take place each fall followed by spraying in the spring. Spraying historically generates and drives the bulk of expenses in this budget.

# Soil Conservation District

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$303,873	\$297,820	\$297,820	\$314,350	5.55%	5.55%
Benefits	228,261	54,190	54,190	57,280	5.70%	5.70%
Operating	65,111	31,680	31,680	32,970	4.07%	4.07%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$597,245</b>	<b>\$383,690</b>	<b>\$383,690</b>	<b>\$404,600</b>	<b>5.45%</b>	<b>5.45%</b>
<b>Total Without Benefits</b>	<b>\$368,984</b>	<b>\$329,500</b>	<b>\$329,500</b>	<b>\$347,320</b>	<b>5.41%</b>	<b>5.41%</b>
<b>Employees FTE</b>	<b>5.63</b>	<b>5.63</b>	<b>5.63</b>	<b>5.63</b>	<b>-----</b>	<b>-----</b>

Note: Actuals include allocations for health and fringe, OPEB, 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

**Matt McMahon, District Manager**

**(410) 848-8200 Extension 3**

**Stephanie R. Krome, Senior Budget Analyst (410) 386-2082**

<http://www.carrollsoil.com/>

## Mission and Goals

To promote natural resource conservation to all citizens through leadership, education, funding, and technical assistance.

### Goals include:

Continued implementation and fulfillment of the following agreements, laws, ordinances, and regulations:

- The Soil Conservation District Law
- The 1984 Reservoir Watershed Management Agreement
- The Memorandums of Understanding with Carroll County Government and the Maryland Department of Agriculture
- Various State and Federal Cost Share Programs
- Maryland Agricultural Land Preservation and Rural Legacy Programs
- Maryland Pond Law
- Maryland Soil Erosion Control Regulations
- Grading and Sediment Control Ordinances of Carroll

## Description

The CCSCD is located at the Carroll County Commerce Center, 698 J Corporate Center Court, Westminster, MD. It is a political subdivision of the State that is governed by a Board of Supervisors and was originally created by referendum in 1944. The CCSCD is one of 24 members of the Maryland Association of Soil Conservation Districts (MASCD), which serves as the voice for the soil and water conservation 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 21:

- Farmers in Carroll County completed 30 soil conservation capital projects, with assistance of \$760,290 from the Maryland Agricultural Water Quality Cost-Share Programs (MACS).
- Carroll farmers entered into 126 contracts to cover 25,883 acres through the Winter Cover Crop Program.

## Budget Changes

- A 5.55% salary increase is included in FY 22.
- Operating increases due to insurance costs.

# Weed Control

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	67,546	74,480	74,480	73,580	-1.21%	-1.21%
Capital	0	27,500	27,500	0	-100.00%	-100.00%
<b>Total</b>	<b>\$67,546</b>	<b>\$101,980</b>	<b>\$101,980</b>	<b>\$73,580</b>	<b>-27.85%</b>	<b>-27.85%</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**

**Stephanie R. Krome, Senior Budget Analyst (410) 386-2082**

## Mission and Goals

To assist farmers and other landowners in the reduction and control of noxious weeds (thistles, Johnsongrass, Shattercane, multi-flora rose) on their properties.

### Goals include:

- Educate the public about noxious weeds, the environmental importance of the control, and the economic impact they can have on agriculture
- Respond to public inquiries and complaints regarding noxious weed infestations
- Advise and assist landowners in the development of a control and eradication program to enable them to comply with the Maryland Noxious Weed Law
- Provide spray services to landowners for noxious weed control
- Assist County Roads Department with the control and eradication of noxious weeds on County rights-of-way and County property
- Assist landowners with the control and eradication of noxious weeds in cooperation with the Natural Resources Conservation Service

## Description

The Carroll County Weed Control Program is operated in cooperation with Maryland Department of Agriculture (MDA). A Carroll County Weed Advisory Committee is appointed by the County Commissioners to represent the County in the development of guidelines and procedures within the framework of the State law.

A Weed Control Coordinator is also employed on a permanent part-time basis under the direction and supervision of the Maryland Department of Agriculture to identify and survey noxious weed infestations.

During a typical growing season, several hundred individuals are contacted by the Coordinator concerning the methods and techniques available for controlling and eradicating noxious weed infestations. A spray service is available on a fee basis as an additional option for controlling and eradicating noxious weeds, and revenues generated from this service help offset the cost of funding the Carroll County Weed Control Program.

## Program Highlights

- During the 2020 growing season, the noxious weed spray program generated \$66,798 in revenues from State and County agencies.
- In 2020, spraying to reduce noxious weed infestations on County roads and County properties was valued at \$15,546.
- Over 300 on-site inspections were made to identify weed infestations and to determine appropriate control methods and techniques, resulting in the mowing of approximately 200 acres to control noxious weeds.

## Budget Changes.

Capital decreases due to the purchase of a replacement truck in FY 21.



*Debt, Transfers, and Reserves  
Appropriations*



# Debt, Transfers, and Reserves Summary

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	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Debt Service	\$24,381,296	\$21,884,520	\$21,884,520	\$18,621,600	-14.91%	-14.91%
Debt Service - Agricultural Preservation	1,783,746	1,828,000	1,828,000	2,261,060	23.69%	23.69%
Intergovernmental Transfers	3,183,298	3,210,590	3,210,590	3,247,150	1.14%	1.14%
Interfund Transfers	8,497,735	8,497,735	8,476,435	49,032,780	478.46%	478.46%
Reserve for Contingencies	0	4,411,483	4,411,480	4,819,640	9.25%	9.25%
<b>Total Debt, Transfers, and Reserves</b>	<b>\$37,846,076</b>	<b>\$39,832,328</b>	<b>\$39,811,025</b>	<b>\$77,982,230</b>	<b>95.78%</b>	<b>95.88%</b>

## Highlights, Changes, and Useful Information

The budgets in Debt, Transfers, and Reserves are a functional grouping for presentation purposes.

### Budget Changes

- Debt Service decreases due to:
  - Lower bond issue in FY 21
  - Lower than planned bond issue in FY 22
  - Bond refunding
  - Lower interest rate
  - Retiring more debt than new issuance
- Intergovernmental Transfers increases due to 0.98% inflation.
- Interfund Transfers increases due to:
  - An increase in transfers to: Airport, Fiber, Solid Waste and Utilities
  - A decrease in transfer to Grants due to CARES grant funding covering the County match portion of the Transit grants.

# Debt Service

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	24,381,296	21,884,520	21,884,520	18,621,600	-14.91%	-14.91%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$24,381,296</b>	<b>\$21,884,520</b>	<b>\$21,884,520</b>	<b>\$18,621,600</b>	<b>-14.91%</b>	<b>-14.91%</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

**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.

In FY 21, the County maintained its bond rating, confirming a strong credit worthiness with the three major credit rating agencies.

- Fitch AAA
- Standard & Poor's AAA
- Moody's Aaa

Due to its strong credit rating, the County was able to issue \$19.0M in new bonds in FY 21. The primary uses of bonding are road construction, water resources, and school projects.

## Budget Changes

In FY 22, the anticipated bond issue is \$38.9 million.



# Debt Service – Agricultural Preservation

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	1,783,746	1,828,000	1,828,000	2,261,060	23.69%	23.69%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$1,783,746	\$1,828,000	\$1,828,000	\$2,261,060	23.69%	23.69%
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

Chris Heyn, Director of Land and Resource  
Management (410) 386-2506

Chizuko Godwin, Senior Budget Analyst (410) 386-2082

## Description

The funding in this budget is for debt service the County pays on Installment Purchase Agreements (IPAs) for the Agricultural Land Preservation Program. The budget is determined by a combination of known debt service and estimated IPAs for the upcoming fiscal year. Typically, a landowner is offered 40% of Fair Market Value for the agricultural easement and the County pays 5.0% annual interest for 20 years on the easement value.

# Intergovernmental Transfers

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	3,183,298	3,210,590	3,210,590	3,247,150	1.14%	1.14%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$3,183,298</b>	<b>\$3,210,590</b>	<b>\$3,210,590</b>	<b>\$3,247,150</b>	<b>1.14%</b>	<b>1.14%</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

**Ted Zaleski, Director of Management and Budget**  
**(410) 386-2082**

## Description

The County provides several revenues to Carroll County municipalities. The Bank Shares Tax, Road Grant, and State Aid for Fire Protection are all pass-through revenues from the State. The County provides liquor and building permit services and sends the collections to municipalities. The County also shares County revenue with the municipalities through the Town Program funding. Brief descriptions of these revenues follow.

- Bank Shares Tax – This revenue replaced the municipal share of a discontinued State tax.
- Local Permits – As a service to the towns, the County collects fees for permits issued inside town boundaries.
- Local Liquor License – As a service to the towns, the County collects liquor license fees inside town boundaries.
- Road Grant – The State allocates funds to the County to replace Federal road funding. The municipalities receive 20% of the total allocation and individual town distributions are based on road mileage within their jurisdiction.
- State Aid for Fire Protection – State funds received by the County are passed on to the Volunteer Emergency Services Association. The County receives quarterly payments and distributes these funds at the end of the fiscal year.
- Town Program – The County shares a portion of its revenue with the municipalities. The amount is adjusted based on changes in municipal assessable bases and populations. Assessable base and population determine individual town distributions.

## Budget Changes

The Town Program formula is driven by inflation and population. This budget increases due to 0.98% inflation.

# Interfund Transfers

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	7,676,263	8,497,735	8,476,435	49,032,780	477.01%	478.46%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$8,497,735</b>	<b>\$8,497,735</b>	<b>\$8,476,435</b>	<b>\$49,032,780</b>	<b>478.46%</b>	<b>478.46%</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

**Ted Zaleski, Director of Management and Budget**  
**(410) 386-2082**

## Description

This budget includes transfers from the General Fund to the Capital, Grant, and Enterprise Funds.

Transfer to Capital moves operating funds to the Capital Fund for paygo funding.

The transfer to the Utilities Enterprise Fund is to fund the Board of Education facilities.

The transfer to the Airport Enterprise Fund is for use of property by The Arc and to reduce funding due to General Fund.

The transfer to the Solid Waste Enterprise Fund is to support operations.

The transfer to the Fiber Enterprise is to support operations, equipment replacement, and to reduce funding due to General Fund.

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.

Included in the Interfund Transfer:

Transfer to Capital Fund	\$13,458,690
Transfer to Airport Enterprise Fund	2,236,490
Transfer to Fiber Enterprise Fund	3,090,970
Transfer to Solid Waste Enterprise Fund	28,562,890
Transfer to Utilities Enterprise Fund	769,770

Included in the Transfer to Grant Fund:

Aging and Disabilities	\$355,670
Circuit Court	59,470
Citizen Services State – Health Department	4,000
Comprehensive Planning	10,000
Housing and Community Development	35,180
Local Management Board	50,620
Public Safety	108,390
Recreation	8,100
Sheriff's Office	86,560
State's Attorney Office	108,100
Transit	87,880
<b>Total</b>	<b>\$913,970</b>

## Budget Changes

Operating increases due to:

- Transfer to Capital Fund
- Transfer to Airport Enterprise Fund to cover accumulated cash deficits
- Transfer to Fiber Enterprise Fund to cover accumulated cash deficits
- Transfer to Solid Waste Enterprise Fund for the Landfill Expansion and Improvements capital project
- Transfer to Grants decreases due to CARES grant funding covering the County match for Transit grants.

# Reserve for Contingencies

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	0	4,411,483	4,411,480	4,819,640	9.25%	9.25%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$0	\$4,411,483	\$4,411,480	\$4,819,640	9.25%	9.25%
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 expenditures that could be covered by the reserve are:

- Snow removal costs exceeding the Storm Emergencies budget
- Newly mandated Federal or State programs
- Unforeseen disruptions to critical County facilities and systems

Funds are moved from the Reserve to the appropriate budget with the approval of the Board of County Commissioners in response to a specific problem or opportunity.

## Budget Changes

The Reserve for Contingencies is generally set at 1% of General Fund revenues.

# *Capital Fund*



# **A Quick Guide to the FY 22 – 27 Community Investment Plan Department of Management and Budget**

## **Introduction**

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

Recommended, Proposed, and Adopted Budgets are available online at <https://www.carrollcountymd.gov/government/directory/management-budget/bureau-of-budget/>.

### **Revenues (31-35)**

- Total Capital Fund revenues are budgeted at \$100.9M in FY 22, an increase of \$19.8M from the FY 21 Capital Fund budget of \$81.1M.
- A portion of Real Property Tax revenue is appropriated directly to the Agricultural Land Preservation Program.
- 9.09% of Local Income Tax has been dedicated for school construction and debt service.
- In FY 22, the largest source of revenue is \$48.4M in Bonds. Bonds are used for funding infrastructure projects.
- Impact Fee collections are used to fund school and park construction projects. The School Impact Fee is set at \$0 until FY 24 due to the County having met capacity needs.
- A portion of Real Property Tax revenue is appropriated directly to the Watershed Protection and Restoration Fund. This funding is transferred to the Capital Fund for Watershed Assessment and Improvement (NPDES) projects.
- The entire State allocation of \$1.4M in Highway User Revenue for FY 22 will be directly appropriated to the Capital Fund for road projects.

### **Public Schools (65-82)**

- Career and Technology Center (75) – This project provides \$30.7M in FY 22 – 24, for total funding of \$73.8M, to expand and renovate the Career and Technology Center.
- East Middle School Replacement (76) – \$55.4M is included in FY 22 – 23, for total funding of \$60.0M, for the design and construction of a replacement middle school.

### **Conservation and Open Space (83-90)**

- Agricultural Land Preservation (87) – Total funding for Agricultural Land Preservation for FY 22 – 27 is \$37.0M and includes funding for easements and debt service to landowners participating in Installment Purchase Agreements

(IPAs). A portion of Property Tax is dedicated to this project and to debt service on IPAs.

- Stormwater Facility Renovation (89) – \$1.8M is included in FY 22 – 27 for a long-term plan to keep existing County-owned stormwater management facilities in compliance with the National Pollution Discharge Elimination Permit and to extend the useful life of the facilities. The plan is to evaluate and repair 5 to 10 facilities per year over a 30-year period. Funding will be used for erosion repairs, replacement of filter material, and replacement of metal pipes with concrete pipes.
- Watershed Assessment and Improvements (NPDES) (90) – \$21.5M is included in the FY 22 – 27 CIP to implement watershed improvement projects to work toward mitigating impervious surface areas within the County to stay compliant with the NPDES permit. 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. The County has applied for a new 5-year permit and is waiting for approval.

### **Public Works (91-120)**

- Approximately \$102.5M is included in the FY 22 – 27 CIP to maintain roads throughout the County through Pavement Management (102) and Pavement Preservation (103).
- Funding of \$4.3M is included for improvements to gravel roads (100).
- Georgetown Boulevard Extension (99) – Funding of \$2.4M is included in FY 24 – 25 to extend Georgetown Boulevard to Progress Way.
- Ridenour Way Extension (105) – Funding of \$1.5M is included in FY 22 – 23 to extend Ridenour Way to Old Liberty Road.
- Funding of \$2.9M is included for video inspection and rehabilitation of storm drains in FY 22 – 27.
- Gaither Road over South Branch Patapsco (116) – Funding of \$2.1M is included in FY 22, for a total of \$2.4M, for construction of a replacement bridge structure.
- Patapsco Road Bridge Deck Replacement (120) – Funding of \$0.6M is planned in FY 26 – 27 for replacement of the deck.
- Funding of \$7.0M is included in the plan for the rehabilitation of four additional bridges.

### **Recreation and Culture (121-147)**

- Funding of \$0.8M is planned for FY 26 to replace waterless restrooms (128) and install field lighting at Cape Horn Park (127).
- Deer Park Lighting (130) – Funding of \$0.3M is included in FY 22 to replace field lighting.
- Funding of \$0.8M is included in FY 22 for a pavilion replacement at Bear Branch Nature Center (126) and overlays at the Bear Branch Nature Center and Hashawha Environmental Center (132).
- Gillis Falls Trail Phase II (131) – Funding of \$0.7M is included in FY 25 to design a trail from Salt Box Park to Gillis Road.
- Leister Park Phase II (134) – Funding of \$0.2M is included in FY 22 to establish a walking trail to connect with the existing trail.



- Northwest Area Regional Park Master Plan (135) – In FY 25, funding of \$0.3M is planned to develop a Master Plan for a 145-acre site north of Taneytown.
- Northwest Trail (136) – Funding of \$1.1M is planned in FY 23 to establish a trail from Taneytown to the Pennsylvania line.
- Funding of \$0.9M is provided for improvements at Piney Run Park including paving of an existing stone road and parking lots (139-140), and replacement of the seawall, boat launch (141), and a pavilion (138).
- Sandymount Waterless Restrooms (142) – Funding of \$0.3M is planned for FY 27 to install waterless restrooms.
- Sports Complex Dugout Improvements (143) – Funding of \$0.3M is planned for FY 27 to replace the dugout benches and install concrete pads and dugout shades.
- Union Mills Water Wheel, Shaft, and Flume Replacements (147) are included in FY 23 – 24 for \$0.6M, for total funding of \$0.9M.

### **General Government (149-169)**

- Carroll Community College Systemic Renovations (153) – This project provides funding of \$2.7M in FY 23, for total funding of \$8.5M, for replacement of fire alarms, boiler, chiller, and building envelope restoration.
- Carroll Community College Technology (154) – Funding of \$1.4M is included in FY 22 – FY 24 for replacement of laboratory computers and classroom technology.
- County Building Systemic Renovations (155) – This project provides ongoing funding of \$5.6M in FY 22 – 27 for replacement of County facilities’ systemic components.
- County Technology (156) – Funding of \$9.3M is included in FY 22 – 27 for replacement of County government information and communication systems.
- Courthouse Annex Renovation (157) – Funding of \$1.4M, for total funding of \$1.5M, is included to renovate office space and bathrooms.
- Farm Museum Pavilion Replacement (158) – Funding of \$0.5M is included in FY 23.
- Piney Run Dam Rehabilitation (163) – This project provides planned funding of \$7.5M to comply with safety and performance standards by MDE.
- Public Safety Emergency Communications Radios (164) – This project provides funding of \$5.5M for replacement of mobile and portable radios used by Public Safety and other governmental agencies.
- Public Safety Microwave Network Replacement (165) – This project provides planned funding of \$3.0M in FY 24 for replacement of microwave network components of the County’s wireless communication system.
- Public Safety Training Center Improvements (167) – This project provides funding of \$1.0M in FY 22, for total funding of \$7.3M, to complete additional phases to the Training Center. Included are parking lots, a multi-story burn building, training props, and an outdoor classroom.
- Sheriff’s Office Headquarters (168) – Funding of \$30.1M is included in FY 25 – 26 for construction of a headquarters in Westminster.

**Fiber Network Enterprise Fund (183-186)**

- CCPN Equipment Replacement (186) – This project provides funding of \$1.0M in FY 22 and \$55,000 in FY 26 for the replacement of equipment for the Carroll County Public Network.

**Solid Waste Enterprise Fund (187-191)**

- Landfill Expansion and Improvements (190) – The project provides funding of \$25.0M in FY 22 for expansion and improvement projects.
- Northern Landfill Rain Flap Installation (191) – This project provides funding of \$0.2M in FY 22 for the design and installation of a rain flap on Cell 3 at the Northern Landfill.

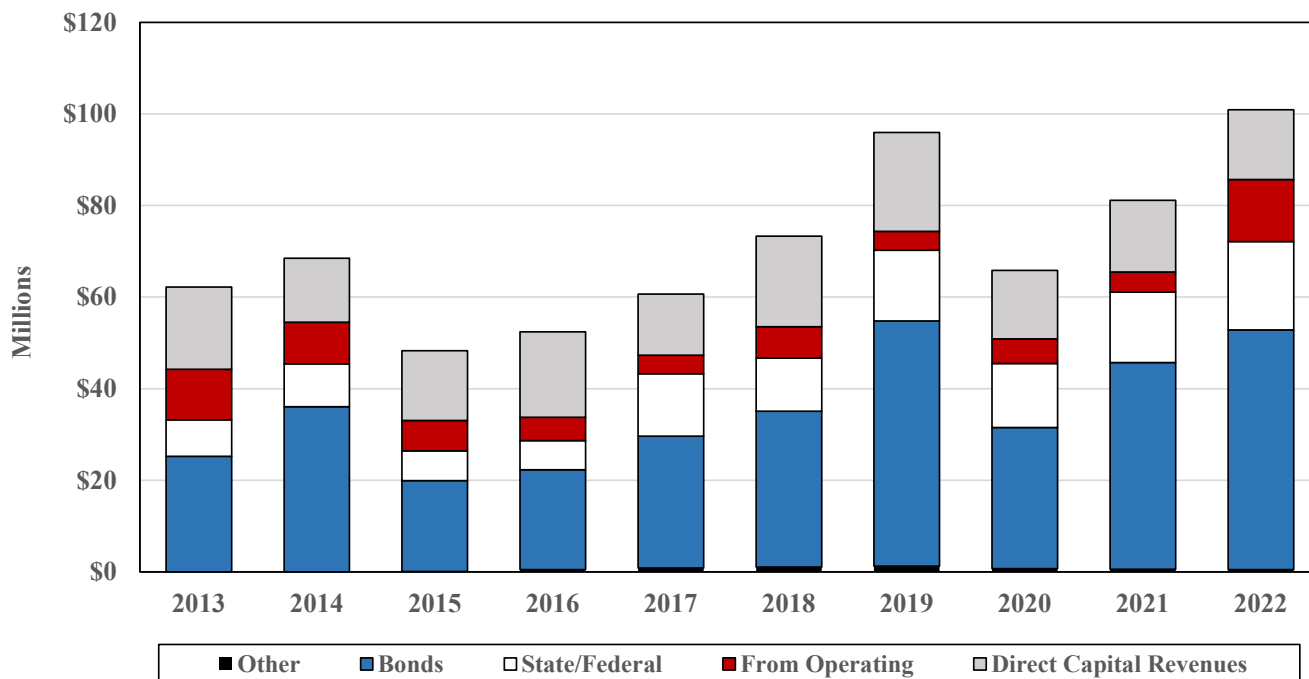
**Utilities Enterprise Fund (193-217)**

- County Sewer Line Rehabilitation/Replacement (196) and County Water Line Rehabilitation/Replacement (197) – Funding of \$6.3M is included in FY 22 – 27, for total funding of \$8.2M, to rehabilitate, repair, and replace water and sewer lines in the Freedom, Bark Hill, and Pleasant Valley Service Areas.
- Funding of \$12.5M is included in FY 22 – 27, for a total funding of \$18.6M, for rehabilitation and replacement of water and sewer lines in downtown Sykesville through the Town of Sykesville Water and Sewer Upgrades project (212)
- A redundant sludge press for the Hampstead WWTP is included in FY 22 and 23 for \$3.0M (202).

## FY 20 - FY 22 Capital Fund Revenues

Revenue Source	Fiscal Year			\$ Change FY 21 to FY 22
	2020 Budget	2021 Budget	2022 Budget	
<b>Local</b>				
Transfer from General Fund	\$4,654,146	\$3,924,925	\$13,458,687	\$9,533,762
Reallocated GF Transfer	739,266	470,475	104,533	(365,942)
Local Income Tax	12,080,720	12,371,160	12,118,700	(252,460)
Property Tax	2,680,680	2,500,000	2,539,900	39,900
Bonds	28,074,330	43,525,891	48,448,990	4,923,099
Reallocated Bonds	2,695,384	1,650,989	3,870,210	2,219,221
Impact Fee - Parks	0	470,000	175,000	(295,000)
Reallocated Impact Fee - Parks	0	300,000	163,900	(136,100)
Transfer from Hotel Tax	160,000	0	0	0
Transfer from Special Revenue Fund - WPRF	0	0	252,490	252,490
<b>LOCAL TOTAL</b>	<b>\$51,084,527</b>	<b>\$65,213,440</b>	<b>\$81,132,410</b>	<b>\$15,918,970</b>
<b>State</b>				
State Highway Administration	\$176,000	\$176,000	\$176,000	\$0
Highway User Revenue	2,548,431	2,492,000	1,359,000	(1,133,000)
Program Open Space	1,651,700	1,118,700	1,119,000	300
Ag. Preservation (MALPF)	500,000	500,000	500,000	0
Ag Transfer Tax	150,000	150,000	300,000	150,000
State School Construction	7,603,950	9,482,894	11,397,106	1,914,212
MD Higher Education Commission	227,000	0	0	0
MD Library Development	800,000	0	0	0
State	0	0	1,550,000	1,550,000
State Miscellaneous Grants	0	1,250,000	1,000,000	(250,000)
<b>STATE TOTAL</b>	<b>\$13,657,081</b>	<b>\$15,169,594</b>	<b>\$17,401,106</b>	<b>\$2,231,512</b>
<b>Federal</b>				
Federal Highway/Bridge	\$331,500	\$178,000	\$1,872,150	\$1,694,150
<b>FEDERAL TOTAL</b>	<b>\$331,500</b>	<b>\$178,000</b>	<b>\$1,872,150</b>	<b>\$1,694,150</b>
<b>Other</b>				
Developer Contribution	\$0	\$0	\$172,407	\$172,407
Municipal	223,600	541,000	315,510	(225,490)
Private	496,000	0	0	0
<b>OTHER TOTAL</b>	<b>\$719,600</b>	<b>\$541,000</b>	<b>\$487,917</b>	<b>(\$53,083)</b>
<b>TOTAL REVENUES</b>	<b>\$65,792,708</b>	<b>\$81,102,034</b>	<b>\$100,893,583</b>	<b>\$19,791,549</b>

# Capital Fund Revenues



This chart shows the capital budget by revenue source for FY 13 - 22.

**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/Federal** includes funds from sources such as Federal Aid for Bridges, State School Construction Program, Program Open Space, Highway User Revenue, State Agricultural Preservation (MALPF), and State Highway Administration.

**Bonds** includes new and reallocated general obligation bonds.

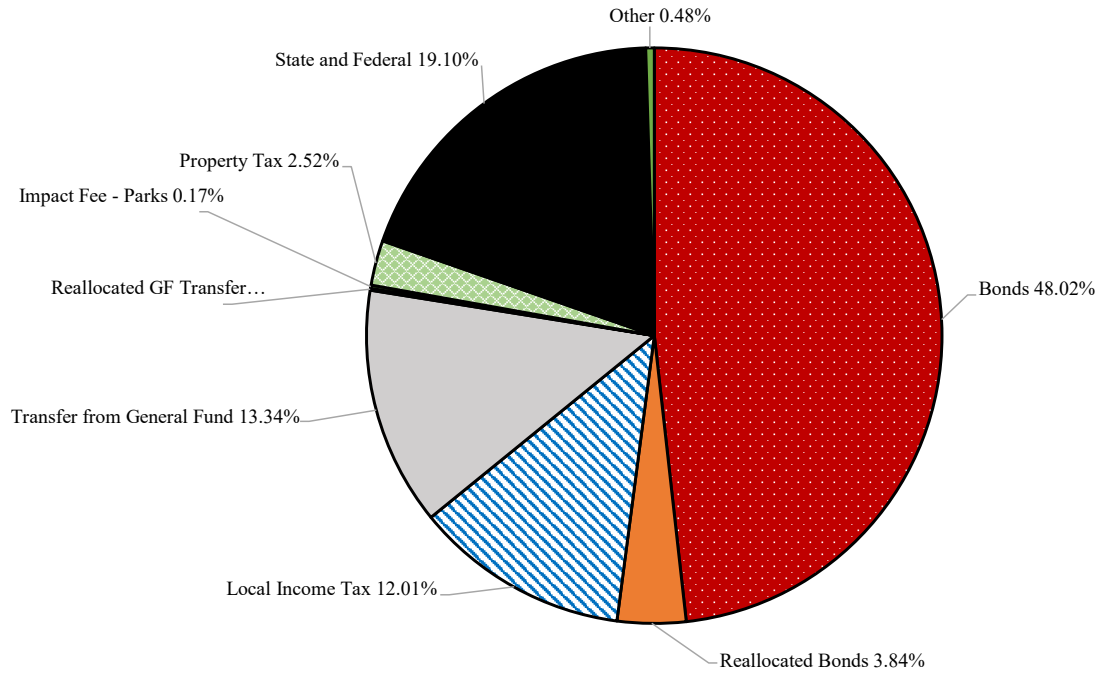
**Direct Capital Revenues** includes funds earmarked by the Commissioners for use in the Capital Fund. These revenues are appropriated directly to the Capital Fund rather than being transferred from the General Fund. 9.09% of Local Income Tax collected is appropriated for school construction. A portion of Real Property Tax is dedicated to agricultural preservation. Park Impact Fees are appropriated for parkland acquisition and development. Hotel Tax, a special revenue, is appropriated to specific tourism projects.

**Other** includes revenues such as grants, developer contributions, private, municipal, and community contributions.

# Capital Fund Revenues

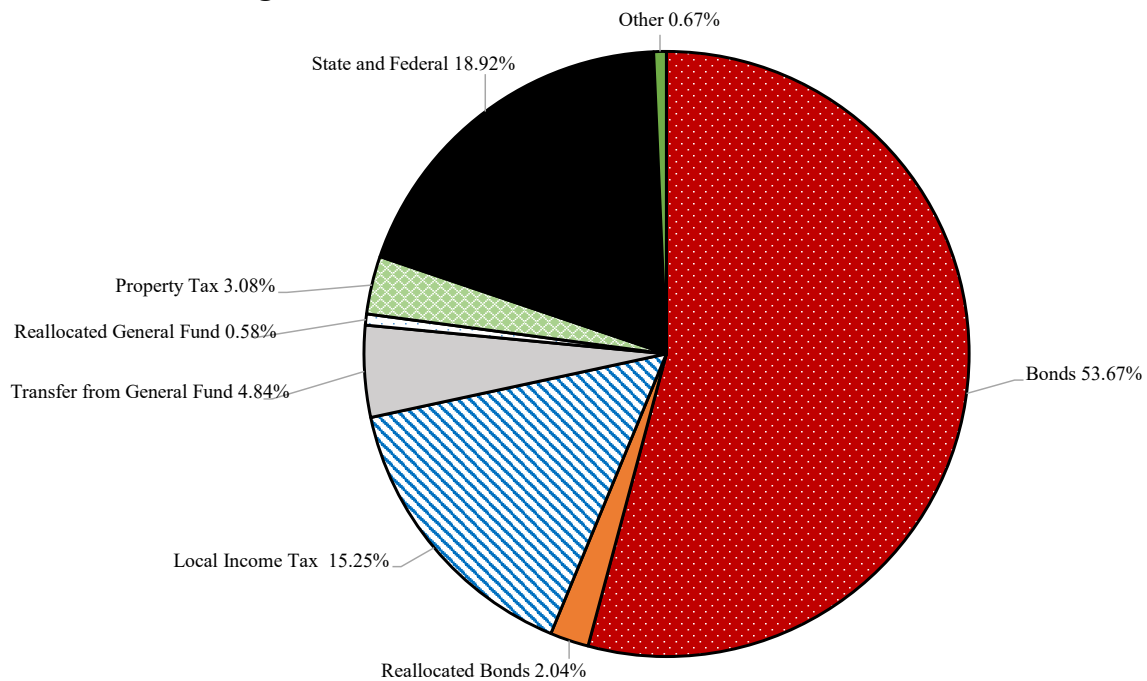
Fiscal Year 2022 Budget

\$100,893,583



Fiscal Year 2021 Budget

\$81,102,034



## FY 20 - FY 22 Capital Fund Appropriations

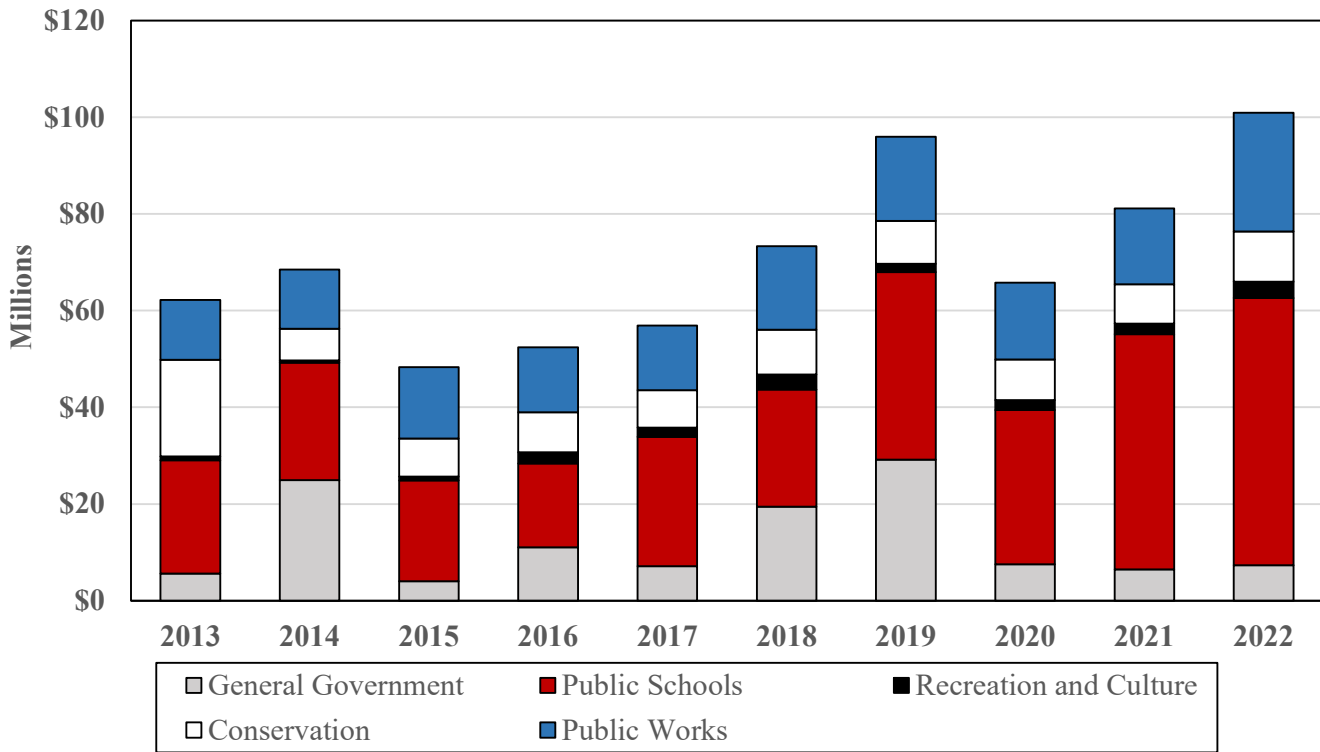
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Appropriation Area	Fiscal Year			\$ Change FY 21 to FY 22
	2020 Budget	2021 Budget	2022 Budget	
<b>Public Schools</b>	\$31,901,720	\$48,606,860	\$55,294,806	\$6,687,946
<b>Conservation and Open Space</b>	8,433,680	8,158,000	10,379,427	2,221,427
<b>Public Works</b>	15,900,500	15,648,000	24,529,850	8,881,850
<b>Recreation and Culture</b>	2,029,970	2,210,700	3,374,350	1,163,650
<b>General Government</b>	7,526,838	6,478,474	7,315,150	836,676
<b>Total Appropriations</b>	<b>\$65,792,708</b>	<b>\$81,102,034</b>	<b>\$100,893,583</b>	<b>\$19,791,549</b>

# FY 20 - FY 22 Capital Fund Appropriations

Appropriation Area	Fiscal Year			\$ Change FY 21 to FY 22
	2020 Budget	2021 Budget	2022 Budget	
<b><u>Public Schools</u></b>	<b>\$31,901,720</b>	<b>\$48,606,860</b>	<b>\$55,294,806</b>	<b>\$6,687,946</b>
<b><u>Conservation and Open Space</u></b>	<b>8,433,680</b>	<b>8,158,000</b>	<b>10,379,427</b>	<b>2,221,427</b>
<b><u>Public Works</u></b>				
Roads	15,332,000	15,320,000	21,835,000	6,515,000
Bridges	568,500	328,000	2,694,850	2,366,850
<b>Public Works Total</b>	<b>15,900,500</b>	<b>15,648,000</b>	<b>24,529,850</b>	<b>8,881,850</b>
<b><u>Recreation and Culture</u></b>	<b>2,029,970</b>	<b>2,210,700</b>	<b>3,374,350</b>	<b>1,163,650</b>
<b><u>General Government</u></b>				
County Facilities	2,807,838	3,065,000	1,716,400	(1,348,600)
Criminal Justice/Public Safety	1,926,000	2,358,474	3,732,750	1,374,276
Farm Museum	160,000	0	0	0
Board of Elections	452,000	605,000	0	(605,000)
Carroll Community College	785,000	350,000	700,000	350,000
Libraries/Senior Centers	1,396,000	100,000	1,166,000	1,066,000
<b>General Government Total</b>	<b>7,526,838</b>	<b>6,478,474</b>	<b>7,315,150</b>	<b>836,676</b>
<b>Total Appropriations</b>	<b>\$65,792,708</b>	<b>\$81,102,033</b>	<b>\$100,893,583</b>	<b>\$19,791,550</b>

# Capital Fund Appropriations



This chart shows appropriations to the five principal groupings in the Capital Fund for FY 13 - 22.

**Public Schools** includes Board of Education construction, renovation, and modernization projects.

**Conservation** includes agricultural preservation and easement programs, NPDES compliance projects, water development, and acquisition of property for other County uses, which may include future roadway easements and public facilities.

**Public Works** includes projects for the maintenance and construction of roads and bridges.

**Recreation and Culture** includes the purchase of land, development and restoration of parks, and preservation of Union Mills Homestead.

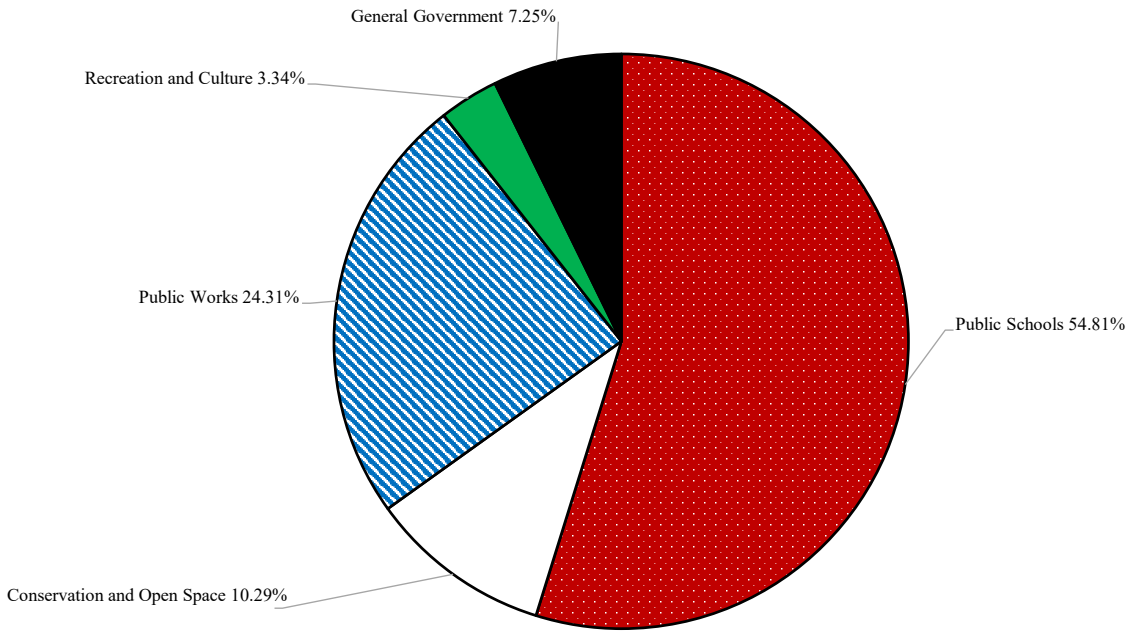
**General Government** includes projects for Public Safety, Carroll Community College, Carroll County Public Library, State's Attorney's Office, Technology Services, Senior Centers, Farm Museum, Board of Elections, Sheriff's Office, and other County facilities.



# Capital Fund Appropriations

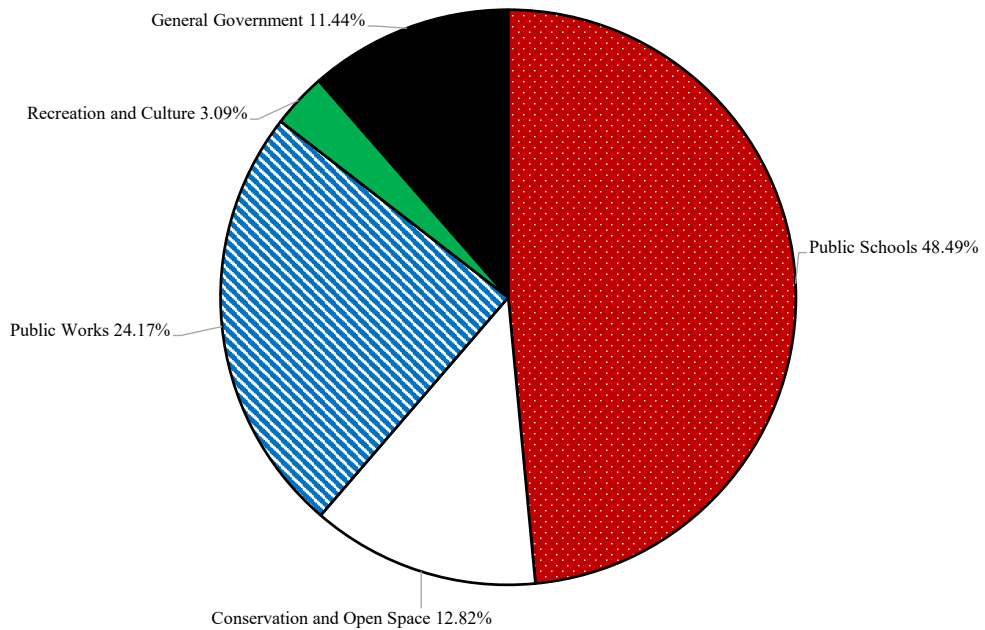
Fiscal Year 2022 Budget

\$100,893,583



Fiscal Year 2021 Budget

\$81,102,034



**Community Investment Plan - Schedule of Reappropriations**  
**Fiscal Year 2022**

Reappropriations are a transfer of funds. They 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 future use.

**Capital Fund**

<b>Project</b>		<b>Source/Amount</b>		
<b>From</b>	<b>To</b>	<b>Current</b>	<b>Bonds</b>	<b>Other</b>
8480 Public Safety Emergency Crisis Management	9920 Watershed Assessment and Improvement (NPDES)	\$66,120.00		
8480 Public Safety Emergency Crisis Management	8819 Public Safety Emergency Communication Radios	35,004.58		
8818 Facilities Asset Management	9921 Parking Lot Overlays	107.52		
8361 Optical Voting Machines	9921 Parking Lot Overlays	3,301.33		
8581 South Carroll High Roof	8852 East Middle School Replacement		\$5,051.58	
8583 Westminster High Roof	8852 East Middle School Replacement		9,542.87	
8621 Friendship Valley Elementary Roof	8852 East Middle School Replacement		500.00	
8622 Piney Ridge Elementary Roof	8852 East Middle School Replacement		273.72	
8714 Robert Moton Elementary Roof	8852 East Middle School Replacement		1,338.88	
8715 Runnymede Elementary Roof	8852 East Middle School Replacement		5,502.88	
9920 Watershed Assessment and Improvement (NPDES)	8886 Pavement Management FY 22		2,500,000.00	
8733 Piney Run Dam Temperature Remediation	8886 Pavement Management FY 22		330,000.00	
8767 Pavement Management FY 19	8888 Brynwood Hills Drainage		650,000.00	
8701 Deer Park Phase II	8175 Westminster Veterans Memorial Park			\$163,900.00
8853 Roof Replacement - Winfield Elementary	8762 HVAC System Replacement- Winfield Elementary		368,000.00	
<b>Total</b>		<b>\$104,533.43</b>	<b>\$3,870,209.93</b>	<b>\$163,900.00</b>

Community Investment Plan For Fiscal Year 2022

	Source of Funding				
	Total FY 22	Local		State	Federal and Other
		Other	Bonds		
<b>PUBLIC SCHOOLS</b>					
Career and Technology Center	\$10,500,000	\$0	\$0	\$10,500,000	\$0
East Middle School Replacement	31,411,000	0	31,411,000	0	0
HVAC System Replacement - Winfield Elementary	368,000	0	368,000	0	0
Paving	965,000	965,000	0	0	0
Roof Repairs	190,000	190,000	0	0	0
Roof Replacement - Winfield Elementary	897,106	0	0	897,106	0
Technology Improvements	1,000,000	1,000,000	0	0	0
Transfer to Operating Budget for BOE Debt Service	9,963,700	9,963,700	0	0	0
<b>PUBLIC SCHOOLS TOTAL</b>	<b>\$55,294,806</b>	<b>\$12,118,700</b>	<b>\$31,779,000</b>	<b>\$11,397,106</b>	<b>\$0</b>
<b>CONSERVATION AND OPEN SPACE</b>					
Agricultural Land Preservation	\$4,672,900	\$2,539,900	\$1,333,000	\$800,000	\$0
Land Bank	2,000,000	2,000,000	0	0	0
Stormwater Facility Renovation	300,000	0	300,000	0	0
Watershed Assessment and Improvement (NPDES)	3,406,527	318,610	2,600,000	0	487,917
<b>CONSERVATION AND OPEN SPACE TOTAL</b>	<b>\$10,379,427</b>	<b>\$4,858,510</b>	<b>\$4,233,000</b>	<b>\$800,000</b>	<b>\$487,917</b>
<b>PUBLIC WORKS</b>					
- ROADS -					
Brynwood Hills Drainage	\$650,000	\$0	\$650,000	\$0	\$0
Gravel Road Improvements	4,336,000	4,336,000	0	0	0
Highway Safety Improvements	33,000	0	0	33,000	0
Pavement Management Program	14,509,000	1,223,000	13,110,000	176,000	0
Pavement Preservation	1,180,000	0	0	1,180,000	0
Ramp and Sidewalk Upgrades	85,000	0	85,000	0	0
Ridenour Way Extension	290,000	290,000	0	0	0
Small Drainage Structures	253,000	0	253,000	0	0
State Road Projects	100,000	100,000	0	0	0
Storm Drain Rehabilitation	253,000	0	253,000	0	0
Storm Drain Video Inspection	146,000	0	0	146,000	0
	<b>\$21,835,000</b>	<b>\$5,949,000</b>	<b>\$14,351,000</b>	<b>\$1,535,000</b>	<b>\$0</b>
- BRIDGES -					
Bridge Inspection and Inventory	\$31,000	\$31,000	\$0	\$0	\$0
Bridge Maintenance and Structural Repair	78,000	78,000	0	0	0
Cleaning and Painting of Bridge Structural Steel	234,000	47,000	0	0	187,000
Gaither Road over South Branch Patapsco	2,096,850	0	411,700	0	1,685,150
Hawks Hill Road over Little Pipe Creek Tributary	255,000	0	255,000	0	0
	<b>\$2,694,850</b>	<b>\$156,000</b>	<b>\$666,700</b>	<b>\$0</b>	<b>\$1,872,150</b>
<b>PUBLIC WORKS TOTAL</b>	<b>\$24,529,850</b>	<b>\$6,105,000</b>	<b>\$15,017,700</b>	<b>\$1,535,000</b>	<b>\$1,872,150</b>
<b>RECREATION AND CULTURE</b>					
Bark Hill Park Trail	\$260,000	\$85,000	\$0	\$175,000	\$0
Bear Branch Nature Center Pavilion Replacement	197,000	0	0	197,000	0
Community Self-Help Projects	84,000	84,000	0	0	0
Deer Park Lighting Replacement	291,000	0	0	291,000	0
Hashawha and Bear Branch Paving	552,000	0	0	552,000	0
Land Acquisition	329,000	0	0	329,000	0
Leister Park Phase II	191,000	110,000	0	81,000	0
Park Restoration	180,000	180,000	0	0	0
Piney Run Pavilion Replacement	180,000	0	0	180,000	0
Piney Run Pavilion Road Paving	213,000	21,300	0	191,700	0
Sports Complex Building Roof	301,000	30,100	0	270,900	0
Tot Lot Replacement	416,000	14,600	0	401,400	0
Town Fund	16,450	16,450	0	0	0
Westminster Veterans Memorial Park Phase I	163,900	163,900	0	0	0
<b>RECREATION AND CULTURE TOTAL</b>	<b>\$3,374,350</b>	<b>\$705,350</b>	<b>\$0</b>	<b>\$2,669,000</b>	<b>\$0</b>
<b>GENERAL GOVERNMENT</b>					
Carroll Community College Technology	\$700,000	\$700,000	\$0	\$0	\$0
County Building Systemics Renovations	1,043,400	254,900	788,500	0	0
County Technology	1,733,750	1,733,750	0	0	0
Fleet Lift Replacements	212,000	0	212,000	0	0
Generator Replacement	139,000	0	139,000	0	0
Library Technology	100,000	100,000	0	0	0
Parking Lot Overlays	322,000	322,000	0	0	0
Public Safety Emergency Communication Radios	849,000	849,000	0	0	0
Public Safety Regional Water Supply	150,000	0	150,000	0	0
Public Safety Training Center	1,000,000	0	0	1,000,000	0
Westminster Library Basement Improvements	1,066,000	1,066,000	0	0	0
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$7,315,150</b>	<b>\$5,025,650</b>	<b>\$1,289,500</b>	<b>\$1,000,000</b>	<b>\$0</b>
<b>GRAND TOTAL</b>	<b>\$100,893,583</b>	<b>\$28,813,210</b>	<b>\$52,319,200</b>	<b>\$17,401,106</b>	<b>\$2,360,067</b>

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2022 TO 2027

	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Prior Allocation	Balance To Complete	Total Project Cost
<b>PUBLIC SCHOOLS</b>									
Career and Technology Center	\$10,500,000	\$10,500,000	\$9,746,000	\$0	\$0	\$0	\$43,100,000	\$0	\$73,846,000
East Middle School Replacement	31,411,000	24,000,000	0	0	0	0	4,547,000	0	59,958,000
HVAC System Replacement - Winfield Elementary	368,000	0	0	0	0	0	9,234,000	0	9,602,000
Paving	965,000	825,000	875,000	1,000,000	1,050,000	1,102,500	0	0	5,817,500
Relocatable Classroom Removal	0	195,000	0	205,000	0	215,500	0	0	615,500
Roof Repairs	190,000	0	200,000	0	210,000	0	0	0	600,000
Roof Replacement - Winfield Elementary	897,106	0	0	0	0	0	1,652,894	0	2,550,000
Technology Improvements	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	1,000,000	0	0	6,000,000
Transfer to Operating Budget for BOE Debt Service	9,963,700	12,007,642	13,837,171	14,716,655	15,293,467	15,076,628	0	0	80,895,264
<b>PUBLIC SCHOOLS TOTAL</b>	<b>\$55,294,806</b>	<b>\$48,527,642</b>	<b>\$25,658,171</b>	<b>\$16,921,655</b>	<b>\$17,553,467</b>	<b>\$17,394,628</b>	<b>\$58,533,894</b>	<b>\$0</b>	<b>\$239,884,264</b>
<b>SOURCES OF FUNDING:</b>									
Local Income Tax	\$12,118,700	\$14,027,642	\$15,912,171	\$16,921,655	\$17,553,467	\$17,394,628	\$100,000	\$0	\$94,028,264
Bonds	31,388,790	0	0	0	0	0	31,647,898	0	63,036,688
Reallocated Bonds	390,210	0	0	0	0	0	12,403,752	0	12,793,962
State School Construction	11,397,106	34,500,000	9,746,000	0	0	0	14,382,244	0	70,025,350
<b>PUBLIC SCHOOLS TOTAL</b>	<b>\$55,294,806</b>	<b>\$48,527,642</b>	<b>\$25,658,171</b>	<b>\$16,921,655</b>	<b>\$17,553,467</b>	<b>\$17,394,628</b>	<b>\$58,533,894</b>	<b>\$0</b>	<b>\$239,884,264</b>

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2022 TO 2027

	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Prior Allocation	Balance To Complete	Total Project Cost
<b>CONSERVATION AND OPEN SPACE</b>									
Agricultural Land Preservation	\$4,672,900	\$4,483,000	\$4,483,000	\$4,483,000	\$4,483,000	\$4,483,000	\$0	\$0	\$27,087,900
Land Bank	2,000,000	0	0	0	0	0	0	0	2,000,000
Stormwater Facility Renovation	300,000	300,000	300,000	300,000	300,000	300,000	0	0	1,800,000
Watershed Assessment and Improvement (NPDES)	3,406,527	3,468,407	3,598,407	3,557,010	3,690,010	3,824,500	0	0	21,544,861
<b>CONSERVATION AND OPEN SPACE TOTAL</b>	<b>\$10,379,427</b>	<b>\$8,251,407</b>	<b>\$8,381,407</b>	<b>\$8,340,010</b>	<b>\$8,473,010</b>	<b>\$8,607,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$52,432,761</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$2,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$2,000,000
Reallocated GF Transfer	66,120	0	0	0	0	0	0	0	66,120
Property Tax	2,539,900	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	0	0	15,039,900
Bonds	4,233,000	4,333,000	4,433,000	4,533,000	4,633,000	4,733,000	0	0	26,898,000
Special Revenue Fund Transfer	252,490	264,710	278,150	291,760	306,500	321,820	0	0	1,715,430
Ag. Preservation (MALPF)	500,000	500,000	500,000	500,000	500,000	500,000	0	0	3,000,000
Ag Transfer Tax	300,000	150,000	150,000	150,000	150,000	150,000	0	0	1,050,000
Developer Contribution	172,407	172,407	172,407	0	0	0	0	0	517,221
Municipal	315,510	331,290	347,850	365,250	383,510	402,680	0	0	2,146,090
<b>CONSERVATION AND OPEN SPACE TOTAL</b>	<b>\$10,379,427</b>	<b>\$8,251,407</b>	<b>\$8,381,407</b>	<b>\$8,340,010</b>	<b>\$8,473,010</b>	<b>\$8,607,500</b>	<b>\$0</b>	<b>\$0</b>	<b>\$52,432,761</b>

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2022 TO 2027

	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Prior Allocation	Balance To Complete	Total Project Cost
<b>ROADS</b>									
Brynwood Hills Drainage	\$650,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$650,000
Georgetown Boulevard Extension	0	0	529,000	1,823,500	0	0	0	0	2,352,500
Gravel Road Improvements	4,336,000	0	0	0	0	0	0	0	4,336,000
Highway Safety Improvements	33,000	35,000	37,000	38,000	40,000	42,000	0	0	225,000
Pavement Management Program	14,509,000	14,815,000	15,525,000	15,878,000	16,673,000	17,510,000	0	0	94,910,000
Pavement Preservation	1,180,000	1,215,000	1,255,000	1,260,000	1,310,000	1,335,000	0	0	7,555,000
Ramp and Sidewalk Upgrades	85,000	88,000	92,000	96,000	103,000	109,000	0	0	573,000
Ridenour Way Extension	290,000	1,160,000	0	0	0	0	0	0	1,450,000
Small Drainage Structures	253,000	283,000	313,000	343,500	360,000	378,000	0	0	1,930,500
State Road Projects	100,000	0	0	0	0	0	834,990	0	934,990
Storm Drain Rehabilitation	253,000	283,000	313,000	343,500	360,000	378,000	0	0	1,930,500
Storm Drain Video Inspection	146,000	153,000	161,000	169,000	177,000	186,000	0	0	992,000
<b>ROADS TOTAL</b>	<b>\$21,835,000</b>	<b>\$18,032,000</b>	<b>\$18,225,000</b>	<b>\$19,951,500</b>	<b>\$19,023,000</b>	<b>\$19,938,000</b>	<b>\$834,990</b>	<b>\$0</b>	<b>\$117,839,490</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$5,949,000	\$4,682,000	\$690,000	\$3,042,500	\$1,277,000	\$1,311,000	\$834,990	\$0	\$17,786,490
Bonds	10,871,000	11,314,000	15,379,000	15,685,000	16,520,000	17,399,000	0	0	87,168,000
Reallocated Bonds	3,480,000	0	0	0	0	0	0	0	3,480,000
State Highway Administration	176,000	176,000	176,000	176,000	176,000	176,000	0	0	1,056,000
Highway User Revenue	1,359,000	1,860,000	1,980,000	1,048,000	1,050,000	1,052,000	0	0	8,349,000
<b>ROADS TOTAL</b>	<b>\$21,835,000</b>	<b>\$18,032,000</b>	<b>\$18,225,000</b>	<b>\$19,951,500</b>	<b>\$19,023,000</b>	<b>\$19,938,000</b>	<b>\$834,990</b>	<b>\$0</b>	<b>\$117,839,490</b>

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2022 TO 2027

	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Prior Allocation	Balance To Complete	Total Project Cost
<b>BRIDGES</b>									
Bridge Inspection and Inventory	\$31,000	\$32,000	\$33,000	\$34,000	\$35,000	\$36,000	\$0	\$0	\$201,000
Bridge Maintenance and Structural Repair	78,000	82,000	85,000	89,000	94,000	99,000	0	0	527,000
Brown Road over Roaring Run	0	0	270,000	0	1,439,000	0	0	0	1,709,000
Cleaning and Painting of Bridge Structural Steel	234,000	246,000	258,000	271,000	284,000	298,000	0	0	1,591,000
Gaither Road over South Branch PatapSCO	2,096,850	0	0	0	0	0	275,000	0	2,371,850
Hawks Hill Road over Little Pipe Creek Tributary	255,000	0	510,000	0	0	0	0	0	765,000
McKinstry's Mill Road over Little Pipe Creek	0	0	250,000	0	0	1,746,000	0	0	1,996,000
Old Kays Mill Road over Beaver Run	0	0	270,000	0	2,296,000	0	0	0	2,566,000
PatapSCO Road Bridge Deck Replacement	0	0	0	0	170,000	424,000	0	0	594,000
<b>BRIDGES TOTAL</b>	<b>\$2,694,850</b>	<b>\$360,000</b>	<b>\$1,676,000</b>	<b>\$394,000</b>	<b>\$4,318,000</b>	<b>\$2,603,000</b>	<b>\$275,000</b>	<b>\$0</b>	<b>\$12,320,850</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$156,000	\$163,000	\$170,000	\$177,000	\$186,000	\$198,000	\$0	\$0	\$1,050,000
Bonds	666,700	0	668,000	0	917,000	570,000	59,000	0	2,880,700
Federal Highway/Bridge	1,872,150	197,000	838,000	217,000	3,215,000	1,835,000	216,000	0	8,390,150
<b>BRIDGES TOTAL</b>	<b>\$2,694,850</b>	<b>\$360,000</b>	<b>\$1,676,000</b>	<b>\$394,000</b>	<b>\$4,318,000</b>	<b>\$2,603,000</b>	<b>\$275,000</b>	<b>\$0</b>	<b>\$12,320,850</b>

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2022 TO 2027

	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Prior Allocation	Balance To Complete	Total Project Cost
<b>RECREATION AND CULTURE</b>									
Bark Hill Park Trail	\$260,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$260,000
Bear Branch Nature Center Pavilion Replacement	197,000	0	0	0	0	0	0	0	197,000
Cape Horn Park Field Lighting	0	0	0	0	507,000	0	0	0	507,000
Cape Horn Park Waterless Restroom Replacement	0	0	0	0	294,000	0	0	0	294,000
Community Self-Help Projects	84,000	86,000	88,000	90,000	92,000	94,000	0	0	534,000
Deer Park Lighting Replacement	291,000	0	0	0	0	0	0	0	291,000
Gillis Falls Trail Phase II	0	0	0	655,000	0	0	0	0	655,000
Hashawha and Bear Branch Paving	552,000	0	0	0	0	0	0	0	552,000
Land Acquisition	329,000	310,000	315,000	325,000	325,000	330,000	0	0	1,934,000
Leister Park Phase II	191,000	0	0	0	0	0	0	0	191,000
Northwest Area Regional Park Master Plan	0	0	0	305,000	0	0	0	0	305,000
Northwest Trail	0	1,100,000	0	0	0	0	0	0	1,100,000
Park Restoration	180,000	185,000	190,000	195,000	200,000	205,000	0	0	1,155,000
Piney Run Pavilion Replacement	180,000	0	0	0	0	0	0	0	180,000
Piney Run Pavilion Road Paving	213,000	0	0	0	0	0	0	0	213,000
Piney Run Paving	0	0	264,000	0	0	0	0	0	264,000
Piney Run Seawall and Launch Replacement	0	0	277,000	0	0	0	0	0	277,000
Sandymount Park Waterless Restroom	0	0	0	0	0	282,000	0	0	282,000
Sports Complex Building Roof	301,000	0	0	0	0	0	0	0	301,000
Sports Complex Dugout Improvements	0	0	0	0	0	255,000	0	0	255,000
Tot Lot Replacement	416,000	89,000	92,000	97,000	265,000	110,000	0	0	1,069,000
Town Fund	16,450	15,500	15,500	15,500	15,500	15,500	0	0	93,950
Union Mills Flume, Shaft, and Waterwheel Replacement	0	164,000	435,000	0	0	0	291,000	0	890,000
Westminster Veterans Memorial Park Phase I	163,900	0	0	0	0	0	2,603,596	0	2,767,496
<b>RECREATION AND CULTURE TOTAL</b>	<b>\$3,374,350</b>	<b>\$1,949,500</b>	<b>\$1,676,500</b>	<b>\$1,682,500</b>	<b>\$1,698,500</b>	<b>\$1,291,500</b>	<b>\$2,894,596</b>	<b>\$0</b>	<b>\$14,567,446</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$366,450	\$325,400	\$356,800	\$310,200	\$363,400	\$351,000	\$100	\$0	\$2,073,350
Impact Fee - Parks	175,000	300,000	0	260,000	150,000	304,500	555,000	0	1,744,500
Reallocated Impact Fee - Parks	163,900	0	0	0	0	0	300,000	0	463,900
Program Open Space	1,119,000	1,160,100	884,700	1,112,300	1,185,100	636,000	1,668,328	0	7,765,528
State	1,550,000	0	0	0	0	0	0	0	1,550,000
State Miscellaneous Grants	0	0	0	0	0	0	96,000	0	96,000
<b>RECREATION AND CULTURE TOTAL</b>	<b>\$3,374,350</b>	<b>\$1,949,500</b>	<b>\$1,676,500</b>	<b>\$1,682,500</b>	<b>\$1,698,500</b>	<b>\$1,291,500</b>	<b>\$2,894,596</b>	<b>\$0</b>	<b>\$14,567,446</b>



COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2022 TO 2027

	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Prior Allocation	Balance To Complete	Total Project Cost
<b>GENERAL GOVERNMENT</b>									
Carroll Community College Systemic Renovations	\$0	\$2,732,940	\$0	\$0	\$0	\$0	\$5,744,000	\$0	\$8,476,940
Carroll Community College Technology	700,000	350,000	350,000	0	0	0	1,400,000	0	2,800,000
County Building Systemics Renovations	1,043,400	826,500	864,500	912,000	960,000	1,010,000	0	0	5,616,400
County Technology	1,733,750	1,368,000	1,368,000	1,558,000	1,600,000	1,648,000	0	0	9,275,750
Courthouse Annex Renovation	0	0	1,354,000	0	0	0	154,574	0	1,508,574
Farm Museum Pavilion Replacement	0	500,000	0	0	0	0	0	0	500,000
Fleet Lift Replacements	212,000	0	212,000	0	0	217,000	0	0	641,000
Generator Replacement	139,000	146,000	153,000	161,000	170,000	179,000	0	0	948,000
Library Technology	100,000	100,000	100,000	100,000	100,000	100,000	0	0	600,000
Parking Lot Overlays	322,000	367,000	436,000	222,000	233,000	245,000	0	0	1,825,000
Piney Run Dam Rehabilitation	0	800,000	0	0	6,700,000	0	0	0	7,500,000
Public Safety Emergency Communication Radios	849,000	874,000	900,000	927,000	956,000	985,000	0	0	5,491,000
Public Safety Microwave Network Replacement	0	0	3,000,000	0	0	0	0	0	3,000,000
Public Safety Regional Water Supply	150,000	0	157,500	0	165,500	0	0	0	473,000
Public Safety Training Center	1,000,000	0	0	0	0	0	6,300,000	0	7,300,000
Sheriff's Office - Headquarters	0	0	0	8,200,000	21,900,000	0	0	0	30,100,000
Westminster Library Basement Improvements	1,066,000	0	0	0	0	0	3,929,684	0	4,995,684
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$7,315,150</b>	<b>\$8,064,440</b>	<b>\$8,895,000</b>	<b>\$12,080,000</b>	<b>\$32,784,500</b>	<b>\$4,384,000</b>	<b>\$17,528,258</b>	<b>\$0</b>	<b>\$91,051,348</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$4,987,237	\$3,559,000	\$6,154,000	\$9,807,000	\$2,889,000	\$2,978,000	\$1,400,000	\$0	\$31,774,237
Reallocated GF Transfer	38,413	0	0	0	0	0	0	0	38,413
Bonds	1,289,500	2,281,580	2,741,000	2,273,000	25,540,500	1,406,000	7,166,400	0	42,697,980
Reallocated Bonds	0	0	0	0	0	0	2,174	0	2,174
MD Higher Education Commission	0	1,423,860	0	0	0	0	2,980,000	0	4,403,860
MD Library Development	0	0	0	0	0	0	1,987,000	0	1,987,000
State Miscellaneous Grants	1,000,000	0	0	0	0	0	2,650,000	0	3,650,000
US Department of Agriculture	0	800,000	0	0	4,355,000	0	0	0	5,155,000
Other Miscellaneous Revenue	0	0	0	0	0	0	350,000	0	350,000
Private	0	0	0	0	0	0	992,684	0	992,684
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$7,315,150</b>	<b>\$8,064,440</b>	<b>\$8,895,000</b>	<b>\$12,080,000</b>	<b>\$32,784,500</b>	<b>\$4,384,000</b>	<b>\$17,528,258</b>	<b>\$0</b>	<b>\$91,051,348</b>

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2022 - 2027

Capital Fund

	Fiscal Year						Prior Allocation	Balance To Complete	Total Project Cost
	2022	2023	2024	2025	2026	2027			
<b>GRAND TOTAL USES</b>	<b>\$100,893,583</b>	<b>\$85,184,989</b>	<b>\$64,512,078</b>	<b>\$59,369,665</b>	<b>\$83,850,477</b>	<b>\$54,218,628</b>	<b>\$80,066,738</b>	<b>\$0</b>	<b>\$528,096,159</b>
<b>SOURCES OF FUNDING</b>									
- LOCAL -									
Transfer from General Fund	\$13,458,687	\$8,729,400	\$7,370,800	\$13,336,700	\$4,715,400	\$4,838,000	\$2,235,090	\$0	\$54,684,077
Reallocated GF Transfer	104,533	0	0	0	0	0	0	0	104,533
Local Income Tax	12,118,700	14,027,642	15,912,171	16,921,655	17,553,467	17,394,628	100,000	0	94,028,264
Property Tax	2,539,900	2,500,000	2,500,000	2,500,000	2,500,000	2,500,000	0	0	15,039,900
Bonds	48,448,990	18,092,580	23,656,000	22,491,000	47,610,500	24,108,000	39,148,466	0	223,555,536
Reallocated Bonds	3,870,210	0	0	0	0	0	12,405,926	0	16,276,136
Impact Fee - Parks	175,000	300,000	0	260,000	150,000	304,500	555,000	0	1,744,500
Reallocated Impact Fee - Parks	163,900	0	0	0	0	0	300,000	0	463,900
Transfer from Special Revenue - WPRF	252,490	264,710	278,150	291,760	306,500	321,820	0	0	1,715,430
<b>LOCAL TOTAL</b>	<b>\$81,132,410</b>	<b>\$43,914,332</b>	<b>\$49,717,121</b>	<b>\$55,801,115</b>	<b>\$72,835,867</b>	<b>\$49,466,948</b>	<b>\$54,744,482</b>	<b>\$0</b>	<b>\$407,612,276</b>
- STATE -									
State Highway Administration	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$0	\$0	\$1,056,000
Highway User Revenue	1,359,000	1,860,000	1,980,000	1,048,000	1,050,000	1,052,000	0	0	8,349,000
Program Open Space	1,119,000	1,160,100	884,700	1,112,300	1,185,100	636,000	1,668,328	0	7,765,528
Ag. Preservation (MALPF)	500,000	500,000	500,000	500,000	500,000	500,000	0	0	3,000,000
Ag Transfer Tax	300,000	150,000	150,000	150,000	150,000	150,000	0	0	1,050,000
State School Construction	11,397,106	34,500,000	9,746,000	0	0	0	14,382,244	0	70,025,350
MD Higher Education Commission	0	1,423,860	0	0	0	0	2,980,000	0	4,403,860
MD Library Development	0	0	0	0	0	0	1,987,000	0	1,987,000
State	1,550,000	0	0	0	0	0	0	0	1,550,000
State Miscellaneous Grants	1,000,000	0	0	0	0	0	2,746,000	0	3,746,000
<b>STATE TOTAL</b>	<b>\$17,401,106</b>	<b>\$39,769,960</b>	<b>\$13,436,700</b>	<b>\$2,986,300</b>	<b>\$3,061,100</b>	<b>\$2,514,000</b>	<b>\$23,763,572</b>	<b>\$0</b>	<b>\$102,932,738</b>
- FEDERAL -									
Federal Highway/Bridge	\$1,872,150	\$197,000	\$838,000	\$217,000	\$3,215,000	\$1,835,000	\$216,000	\$0	\$8,390,150
Department of Agriculture	0	800,000	0	0	4,355,000	0	0	0	5,155,000
<b>FEDERAL TOTAL</b>	<b>\$1,872,150</b>	<b>\$997,000</b>	<b>\$838,000</b>	<b>\$217,000</b>	<b>\$7,570,000</b>	<b>\$1,835,000</b>	<b>\$216,000</b>	<b>\$0</b>	<b>\$13,545,150</b>
- OTHER -									
Developer Contribution	\$172,407	\$172,407	\$172,407	\$0	\$0	\$0	\$0	\$0	\$517,221
Municipal	315,510	331,290	347,850	365,250	383,510	402,680	0	0	2,146,090
Other Miscellaneous Revenue	0	0	0	0	0	0	350,000	0	350,000
Private	0	0	0	0	0	0	992,684	0	992,684
<b>OTHER TOTAL</b>	<b>\$487,917</b>	<b>\$503,697</b>	<b>\$520,257</b>	<b>\$365,250</b>	<b>\$383,510</b>	<b>\$402,680</b>	<b>\$1,342,684</b>	<b>\$0</b>	<b>\$4,005,995</b>
<b>GRAND TOTAL SOURCES</b>	<b>\$100,893,583</b>	<b>\$85,184,989</b>	<b>\$64,512,078</b>	<b>\$59,369,665</b>	<b>\$83,850,477</b>	<b>\$54,218,628</b>	<b>\$80,066,738</b>	<b>\$0</b>	<b>\$528,096,159</b>

**COMMUNITY INVESTMENT PLAN GENERAL FUND OPERATING IMPACTS**

	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27
<b><u>CONSERVATION AND OPEN SPACE</u></b>						
Agricultural Land Preservation						
Debt Service	\$1,554,157	\$1,619,099	\$1,665,380	\$1,656,662	\$1,702,732	\$1,749,686
Total Operating Impacts	\$1,554,157	\$1,619,099	\$1,665,380	\$1,656,662	\$1,702,732	\$1,749,686
<b><u>CONSERVATION AND OPEN SPACE TOTAL</u></b>	<b>\$1,554,157</b>	<b>\$1,619,099</b>	<b>\$1,665,380</b>	<b>\$1,656,662</b>	<b>\$1,702,732</b>	<b>\$1,749,686</b>

**RECREATION AND CULTURE**

Bark Hill Park Trail						
Maintenance	\$0	\$5,150	\$5,300	\$5,460	\$5,620	\$5,790
Total Operating Impacts	\$0	\$5,150	\$5,300	\$5,460	\$5,620	\$5,790
Cape Horn Park Field Lighting						
Utilities	\$0	\$0	\$0	\$0	\$0	\$2,600
Total Operating Impacts	\$0	\$0	\$0	\$0	\$0	\$2,600
Deer Park Lighting Replacement						
Utilities	\$0	(\$780)	(\$800)	(\$820)	(\$840)	(\$870)
Total Operating Impacts	\$0	(\$780)	(\$800)	(\$820)	(\$840)	(\$870)
Gillis Falls Trail Phase II						
Maintenance	\$0	\$0	\$0	\$0	\$9,000	\$9,270
Total Operating Impacts	\$0	\$0	\$0	\$0	\$9,000	\$9,270
Leister Park Phase II						
Maintenance	\$0	\$5,150	\$5,300	\$5,460	\$5,620	\$5,790
Total Operating Impacts	\$0	\$5,150	\$5,300	\$5,460	\$5,620	\$5,790
Northwest Trail						
Maintenance	\$0	\$0	\$15,910	\$16,390	\$16,880	\$17,390
Total Operating Impacts	\$0	\$0	\$15,910	\$16,390	\$16,880	\$17,390
Piney Run Pavilion Road Paving						
Maintenance	\$0	(\$1,000)	(\$1,030)	(\$1,060)	(\$1,095)	(\$1,130)
Total Operating Impacts	\$0	(\$1,000)	(\$1,030)	(\$1,060)	(\$1,095)	(\$1,130)
Westminster Veterans Memorial Park Phase I						
Maintenance	\$0	\$23,175	\$23,870	\$24,586	\$25,320	\$26,080
Total Operating Impacts	\$0	\$23,175	\$23,870	\$24,586	\$25,320	\$26,080
<b><u>RECREATION AND CULTURE TOTAL</u></b>	<b>\$0</b>	<b>\$31,695</b>	<b>\$48,550</b>	<b>\$50,016</b>	<b>\$60,505</b>	<b>\$64,920</b>

**GENERAL GOVERNMENT**

County Technology						
Licenses/IT Maintenance	(\$36,400)	\$36,510	\$37,610	\$38,740	\$39,900	\$41,100
Total Operating Impacts	(\$36,400)	\$36,510	\$37,610	\$38,740	\$39,900	\$41,100
Public Safety Training Center						
Utilities	\$0	\$11,000	\$11,350	\$11,710	\$12,080	\$12,460
Total Operating Impacts	\$0	\$11,000	\$11,350	\$11,710	\$12,080	\$12,460

**COMMUNITY INVESTMENT PLAN GENERAL FUND OPERATING IMPACTS**

	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27
Westminster Library - Exploration Commons						
Contractual Services	\$0	\$6,790	\$7,000	\$7,210	\$7,426	\$7,649
Materials/Supplies	0	2,220	2,290	2,359	2,429	2,502
Utilities	0	37,460	38,580	39,737	40,930	42,157
Insurance	0	1,060	1,090	1,123	1,156	1,191
Total Operating Impacts	\$0	\$47,530	\$48,960	\$50,430	\$51,940	\$53,500
<b>GENERAL GOVERNMENT TOTAL</b>	<b>(\$36,400)</b>	<b>\$95,040</b>	<b>\$97,920</b>	<b>\$100,880</b>	<b>\$103,920</b>	<b>\$107,060</b>
<b>TOTAL OPERATING IMPACTS</b>	<b>\$1,517,757</b>	<b>\$1,745,834</b>	<b>\$1,811,850</b>	<b>\$1,807,559</b>	<b>\$1,867,157</b>	<b>\$1,921,666</b>

# *Enterprise Funds*



*Airport Enterprise Fund*





# Airport Enterprise Fund Operating Summary

Sources of Funding	Actual	Original Budget	Adjusted Budget	Budget	% Change From	% Change From
	FY 20	FY 21	FY 21	FY 22	Orig. FY 21	Adj. FY 21
Fuel Sales	\$63,459	\$98,000	\$98,000	\$85,000	-13.27%	-13.27%
Rents	201,057	245,200	245,200	218,030	-11.08%	-11.08%
Corporate Hanger Rental	563,896	510,560	510,560	593,510	16.25%	16.25%
Pass-Through Utilities/Taxes	103,092	120,000	120,000	135,400	12.83%	12.83%
Miscellaneous	20,256	2,890	2,890	3,410	17.99%	17.99%
Transfer from the General Fund	0	0	0	2,220,490	100.00%	100.00%
<b>Total Sources of Funding</b>	<b>\$951,760</b>	<b>\$976,650</b>	<b>\$976,650</b>	<b>\$3,255,840</b>	<b>233.37%</b>	<b>233.37%</b>

Uses of Funding	Actual	Original Budget	Adjusted Budget	Budget	% Change From	% Change From
	FY 20	FY 21	FY 21	FY 22	Orig. FY 21	Adj. FY 21
Airport Operations	\$766,282	\$868,280	\$869,620	\$912,520	5.10%	4.93%
Revenue in Excess of Expenses	185,478	108,370	106,680	2,343,320	2062.33%	2096.59%
<b>Total Uses of Funding</b>	<b>\$951,760</b>	<b>\$976,650</b>	<b>\$976,300</b>	<b>\$3,255,840</b>	<b>233.37%</b>	<b>233.49%</b>

Enterprise Fund budgets are presented based on cash expenses, depreciation is not included, and bond principal has been added. To accurately define what is happening in the budget, Revenue in Excess of Expenses is shown separately from the individual budget. This line item captures the annual amount generated by the operating revenue, net of operating cash expenditures. Revenue in Excess of Expenses is available to fund capital projects, vehicles and equipment, and contingency reserves.

# Airport Operations

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$182,851	\$192,290	\$193,400	\$204,080	6.13%	5.52%
Benefits	141,172	94,220	94,800	106,510	13.04%	12.35%
Operating	437,617	581,770	581,770	601,930	3.47%	3.47%
Capital	373,743	108,370	106,680	2,343,320	2062.33%	2096.59%
<b>Total</b>	<b>\$1,135,383</b>	<b>\$976,650</b>	<b>\$976,650</b>	<b>\$3,255,840</b>	<b>233.37%</b>	<b>233.37%</b>
Employees FTE	3.93	3.88	3.88	3.88	-----	-----

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

## Contact

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## Mission and Goals

To 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, providing quick and convenient access to the growing business market. To better serve corporate clientele, corporate hangars and a fuel farm are available. 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.
- In FY 22, 40 T-Hangars revert to County ownership.

## Budget Changes

- The increase from FY 21 Adopted to Adjusted is due to employee turnover.
- A 5.55% salary increase is included in FY 22.
- Operating increases due to an increase in building maintenance, partially offset by one-time improvements in FY 21.
- Capital increases due to an increased general fund transfer to balance the Airport Enterprise Fund.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2022 TO 2027

	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Prior Allocation	Balance To Complete	Total Project Cost
<b>AIRPORT ENTERPRISE FUND</b>									
Grounds and Maintenance Equipment	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000	\$36,000	\$0	\$0	\$216,000
<b>AIRPORT ENTERPRISE FUND TOTAL</b>	<b>\$36,000</b>	<b>\$36,000</b>	<b>\$36,000</b>	<b>\$36,000</b>	<b>\$36,000</b>	<b>\$36,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$216,000</b>
SOURCES OF FUNDING:									
Transfer from General Fund	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$16,000	\$0	\$0	\$96,000
Federal Aviation Administration	20,000	20,000	20,000	20,000	20,000	20,000	0	0	120,000
<b>AIRPORT ENTERPRISE FUND TOTAL</b>	<b>\$36,000</b>	<b>\$36,000</b>	<b>\$36,000</b>	<b>\$36,000</b>	<b>\$36,000</b>	<b>\$36,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$216,000</b>



***Fiber Network Enterprise Fund***



# Fiber Network Enterprise Fund Operating Summary

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Sources of Funding	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
General Fund Transfer	\$192,800	\$168,000	\$168,000	\$2,068,250	100.00%	100.00%
Dark Fiber Lease	247,194	256,310	256,310	221,650	-13.52%	-13.52%
<b>Total Sources of Funding</b>	<b>\$439,990</b>	<b>\$424,310</b>	<b>\$424,310</b>	<b>\$2,289,900</b>	<b>439.68%</b>	<b>439.68%</b>

Uses of Funding	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Fiber Network	\$375,370	\$424,310	\$424,310	\$426,400	0.49%	0.49%
Revenue in Excess of Expenses	64,620	0	0	1,863,500	100.00%	100.00%
<b>Total Uses of Funding</b>	<b>\$439,990</b>	<b>\$424,310</b>	<b>\$424,310</b>	<b>\$2,289,900</b>	<b>439.68%</b>	<b>439.68%</b>

Enterprise Fund budgets are presented based on cash expenses, depreciation is not included, and bond principal has been added. To accurately define what is happening in the budget, Revenue in Excess of Expenses is shown separately from the individual budget. This line item captures the annual amount generated by the operating revenue, net of operating cash expenditures. Revenue in Excess of Expenses is available to fund capital projects, vehicles and equipment, and contingency reserves.

# Fiber Network Operations

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	349,229	379,310	379,310	381,400	0.55%	0.55%
Capital	935,226	45,000	45,000	1,908,500	4141.11%	4141.11%
<b>Total</b>	<b>\$1,284,455</b>	<b>\$424,310</b>	<b>\$424,310</b>	<b>\$2,289,900</b>	<b>439.68%</b>	<b>439.68%</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

Mark Ripper, Director of Technology Services  
(410) 386-2056

Chizuko M. Godwin, Senior 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 (CCFN).

Construction of the Fiber Network began in 2007 to connect Carroll County Government with Carroll County Public Schools, Carroll County Public Library, and Carroll Community College. The network connects over 120 local, State, Federal, and public safety sites, as well as 7 primary business parks and 16 secondary business parks.

## Budget Changes

Capital increases due to an increased general fund transfer to balance the Fiber Network Enterprise Fund.



COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2022 TO 2027

	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Prior Allocation	Balance To Complete	Total Project Cost
<b>FIBER NETWORK ENTERPRISE FUND</b>									
CCPN Equipment Replacement	\$1,022,680	\$0	\$0	\$0	\$55,000	\$0	\$0	\$0	\$1,077,680
<b>FIBER NETWORK ENTERPRISE FUND TOTAL</b>	<b>\$1,022,680</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$55,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,077,680</b>
SOURCES OF FUNDING:									
Transfer from General Fund	\$1,022,680	\$0	\$0	\$0	\$55,000	\$0	\$0	\$0	\$1,077,680
<b>FIBER NETWORK ENTERPRISE FUND TOTAL</b>	<b>\$1,022,680</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$55,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$1,077,680</b>



*Firearms Enterprise Fund*



# Firearms Enterprise Fund Operating Summary

Sources of Funding	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
User Fees	\$118,860	\$150,000	\$150,000	\$163,530	9.02%	9.02%
Concession Fees	6,110	2,000	2,000	6,000	200.00%	200.00%
Recycling	4,981	6,000	6,000	6,000	0.00%	0.00%
Interest	7,448	2,000	2,000	2,000	0.00%	0.00%
Transfer from Fund Balance	0	154,140	155,755	0	-100.00%	-100.00%
<b>Total Sources of Funding</b>	<b>\$137,399</b>	<b>\$314,140</b>	<b>\$315,755</b>	<b>\$177,530</b>	<b>-43.49%</b>	<b>-43.78%</b>

Uses of Funding	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Firearms Facility Operations	\$178,741	\$314,140	\$315,755	\$177,530	-43.49%	-43.78%
Revenue in Excess of Expenses	(41,342)	0	0	0	0.00%	0.00%
<b>Total Uses of Funding</b>	<b>\$137,399</b>	<b>\$314,140</b>	<b>\$315,755</b>	<b>\$177,530</b>	<b>-43.49%</b>	<b>-43.78%</b>

Enterprise Fund budgets are presented based on cash expenses, depreciation is not included, and bond principal has been added. To accurately define what is happening in the budget, Revenue in Excess of Expenses is shown separately from the individual budget. This line item captures the annual amount generated by the operating revenue, net of operating cash expenditures. Revenue in Excess of Expenses is available to fund capital projects, vehicles and equipment, and contingency reserves.

# Firearms Operations

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$76,263	\$96,325	\$97,840	\$103,280	7.22%	5.56%
Benefits	38,247	38,171	38,271	37,940	-0.61%	-0.86%
Operating	22,501	44,204	44,204	36,310	-17.86%	-17.86%
Capital	41,730	135,440	135,440	0	-100.00%	-100.00%
<b>Total</b>	<b>\$178,741</b>	<b>\$314,140</b>	<b>\$315,755</b>	<b>\$177,530</b>	<b>-43.49%</b>	<b>-43.78%</b>
Employees FTE	3.00	3.00	3.00	3.00	-----	-----

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

## Contact

Jeff Degitz, Director of Recreation and Parks  
(410) 386-2103

Ashleigh Smith, Budget Analyst (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/recreation-parks/places-to-go/hap-baker-firearms-facility/>

## 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 10 firing lanes from 25 to 200 yards long, and a 9-lane pistol range from 5 to 17 yards. It is used by the public as well as by police personnel.

A Chief Range Officer supervises the facility. A fee is charged for daily use, or a yearly pass may be purchased.

Days and hours of operation vary throughout the year.

## Program Highlights

In FY 20, more than 10,000 individuals used the facility.

## Budget Changes

- A 5.55% salary increase is included in FY 22.
- Operating decreases due to one-time demolition of an office building in FY 21.
- Capital decreases due to a replacement security system and office building in FY 21.

*Septage Enterprise Fund*





# Septage Enterprise Fund Operating Summary

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Sources of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 20	Budget FY 21	Budget FY 21		FY 22	From Orig. FY 21
Septage Processing Fee	\$1,102,810	\$1,040,000	\$1,040,000	\$1,137,500	9.38%	9.38%
Interest Income	47,182	50,400	50,400	0	-100.00%	-100.00%
Miscellaneous	2,885	0	0	0	0.00%	0.00%
<b>Total Sources of Funding</b>	<b>\$1,152,877</b>	<b>\$1,090,400</b>	<b>\$1,090,400</b>	<b>\$1,137,500</b>	<b>4.32%</b>	<b>4.32%</b>

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 20	Budget FY 21	Budget FY 21		FY 22	From Orig. FY 21
Septage Facility Operations	\$651,642	\$796,800	\$796,800	\$802,640	0.73%	0.73%
Capital - Repair, Replace, Rehabilitate	501,235	293,600	293,600	334,860	14.05%	14.05%
<b>Total Uses of Funding</b>	<b>\$1,152,877</b>	<b>\$1,090,400</b>	<b>\$1,090,400</b>	<b>\$1,137,500</b>	<b>4.32%</b>	<b>4.32%</b>

Enterprise Fund budgets are presented based on cash expenses, depreciation is not included, and bond principal has been added. The line item Capital - Repair, Replace, Rehabilitate captures the annual amount generated by the operating revenue available to repair, replace, or rehabilitate capital assets.

# Septage Facility

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	647,123	790,800	790,800	802,640	1.50%	1.50%
Capital	8,548	299,600	299,600	334,860	11.77%	11.77%
<b>Total</b>	<b>655,671</b>	<b>1,090,400</b>	<b>1,090,400</b>	<b>1,137,500</b>	<b>4.32%</b>	<b>4.32%</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 D. Castonguay, Director of Public Works**

**(410) 386-2248**

**Stephanie R. Krome, Senior Budget Analyst (410) 386-2082**

## Mission and Goals

To ensure the Septage Treatment 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 operation and maintenance costs for the Septage Treatment Facility at the Westminster Wastewater Treatment Plant. The City of Westminster operates the facility.

Westminster City documents costs incurred and usage by the various haulers, and reports this information to the County. The County reimburses the City and bills individual haulers. The current rate is \$0.065 per gallon.

The facility is available 5½ days per week. In emergency situations, septage can be taken to the Freedom Wastewater Treatment Plant. The Septage Treatment Plant was built in response to a mandate to cease land application of septage.

## Budget Changes

- Operating increases for City of Westminster license and permits fees, as well as salary increases for City employees operating the Facility.
- Capital increases due to an increase revenue in excess of expenses, which will be applied to the Septage Facility's capital upgrade.

***Solid Waste Enterprise Fund***



# Solid Waste Enterprise Fund Operating Summary

Sources of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 20	Budget	Budget		From	From
	FY 20	FY 21	FY 21	FY 22	Orig. FY 21	Adj. FY 21
Tipping Fees	\$7,151,443	\$7,496,000	\$7,496,000	\$8,144,500	8.65%	8.65%
County Hauling	5,400	6,080	6,080	6,080	0.00%	0.00%
Interest	130,560	146,200	146,200	30,000	-79.48%	-79.48%
Rents and Royalties	175,596	175,600	175,600	175,600	0.00%	0.00%
Recycling	75,787	160,000	160,000	160,000	0.00%	0.00%
Miscellaneous	6,008	7,500	7,500	7,500	0.00%	0.00%
Transfer from General Fund	615,000	615,000	615,000	3,562,890	479.33%	479.33%
Transfer from Fund Balance	0	399,470	399,470	0	-100.00%	-100.00%
<b>Total Sources of Funding</b>	<b>\$8,159,794</b>	<b>\$9,005,850</b>	<b>\$9,005,850</b>	<b>\$12,086,570</b>	<b>34.21%</b>	<b>34.21%</b>

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 20	Budget	Budget		From	From
	FY 20	FY 21	FY 21	FY 22	Orig. FY 21	Adj. FY 21
Solid Waste Management	\$337,720	\$366,200	\$366,200	\$477,130	30.29%	30.29%
Closed Landfills	177,824	279,440	279,440	283,600	1.49%	1.49%
Northern Landfill	2,982,140	2,241,450	2,251,300	2,537,110	13.19%	12.70%
Recycling Operations	1,560,043	1,739,040	1,739,040	2,509,650	44.31%	44.31%
Solid Waste Accounting Administration	(168,412)	614,700	616,540	563,380	-8.35%	-8.62%
Solid Waste Transfer Station	4,370,988	4,334,980	4,334,980	5,715,700	31.85%	31.85%
<b>Total Uses of Funding</b>	<b>\$9,260,302</b>	<b>\$9,575,810</b>	<b>\$9,587,500</b>	<b>\$12,086,570</b>	<b>26.22%</b>	<b>26.07%</b>

Enterprise Fund budgets are presented based on cash expenses, depreciation is not included, and bond principal has been added. To accurately define what is happening in the budget, Revenue in Excess of Expenses is shown separately from the individual budget. This line item captures the annual amount generated by the operating revenue, net of operating cash expenditures. Revenue in Excess of Expenses is available to fund capital projects, vehicles and equipment, and contingency reserves.

# Solid Waste Operating Summary

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	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Solid Waste Management	\$337,720	\$366,200	\$366,200	\$477,130	30.29%	30.29%
Closed Landfills	177,824	279,440	279,440	283,600	1.49%	1.49%
Northern Landfill	2,982,140	2,241,450	2,251,300	2,537,110	13.19%	12.70%
Recycling Operations	1,560,043	1,739,040	1,739,040	2,509,650	44.31%	44.31%
Solid Waste Accounting Administration	(168,412)	614,700	616,540	563,380	-8.35%	-8.62%
Solid Waste Transfer Station	4,370,988	4,334,980	4,334,980	5,715,700	31.85%	31.85%
<b>Total Solid Waste Operations</b>	<b>\$9,260,302</b>	<b>\$9,575,810</b>	<b>\$9,587,500</b>	<b>\$12,086,570</b>	<b>26.22%</b>	<b>26.07%</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

The Bureau of Solid Waste is in the process of developing a long-term waste management strategy that will be environmentally responsible and fiscally balanced.

### Budget Changes

- Northern Landfill increases due to an increase in leachate and one-time repairs at the site.
- Recycling increases due to a rise in the per ton rate for recycling disposal.
- Solid Waste Accounting Administration decreases due to a reduction in Debt Service payments and post-closure calculations.
- Solid Waste Transfer Station increases due to additional tonnage transferred and an increase to the transfer cost per ton.

# Solid Waste Management

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$96,209	\$127,110	\$127,110	\$134,100	5.50%	5.50%
Benefits	81,274	70,680	70,680	72,845	3.06%	3.06%
Operating	160,238	168,410	168,410	270,185	60.43%	60.43%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$337,720</b>	<b>\$366,200</b>	<b>\$366,200</b>	<b>\$477,130</b>	<b>30.29%</b>	<b>30.29%</b>
Employees FTE	1.68	1.68	1.68	1.68	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**Jeffrey D. Castonguay, Director of Public Works  
(410) 386-2248**

**Ashleigh Smith, Budget Analyst (410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/public-works/solid-waste/>

## Budget Changes

- A 5.55% salary increase is included in FY 22.
- Operating increases for dues to the Northeast Waste Disposal Authority.

## Mission and Goals

To provide the most cost-effective and efficient services for waste disposal and recycling for County residents and businesses.

### Goals include:

- Meet all regulatory requirements of the Environmental Protection Agency and the Maryland Department of the Environment
- Maximize the compaction rate of all materials disposed of in Northern Landfill while minimizing the cost and volume of air space consumed by daily cover requirements
- Monitor landfills for any environmental impacts and minimize liability

## Description

Solid Waste Management is responsible for:

- Carroll County's only full-time operational landfill (Northern)
- Monitoring of the four closed landfills: Bark Hill, Hodges, John Owings, and Hoods Mill
- Recycling Operations
- Yard waste/mulch program
- Maintaining and updating the Ten-Year Solid Waste Management Plan
- Contracting for the transfer of waste and recycling materials

# Closed Landfills

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	176,981	274,440	274,440	279,600	1.88%	1.88%
Capital	842	5,000	5,000	4,000	-20.00%	-20.00%
<b>Total</b>	\$177,824	\$279,440	\$279,440	\$283,600	1.49%	1.49%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Jeffrey D. Castonguay, Director of Public Works**  
**(410) 386-2248**  
**Ashleigh Smith, Budget Analyst (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.

## Budget Changes

Operating increases due to an increase in testing fees.



# Northern Landfill

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$610,655	\$578,470	\$587,620	\$619,940	7.17%	5.50%
Benefits	503,367	403,520	404,220	401,290	-0.55%	-0.72%
Operating	906,807	935,960	935,960	1,230,380	31.46%	31.46%
Capital	961,310	323,500	323,500	285,500	-11.75%	-11.75%
<b>Total</b>	<b>\$2,982,140</b>	<b>\$2,241,450</b>	<b>\$2,251,300</b>	<b>\$2,537,110</b>	<b>13.19%</b>	<b>12.70%</b>
Employees FTE	11.00	11.00	11.00	11.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**Jeffrey D. Castonguay, Director of Public Works**  
(410) 386-2248

**Ashleigh Smith, Budget Analyst (410) 386-2082**  
<https://www.carrollcountymd.gov/media/1981/northern-landfill.pdf>

## Mission

To ensure adequate space for landfilling non-transferable waste by conserving existing air space and planning for landfill cell expansion when needed.

## Description

Northern Landfill is the County's only operational landfill and waste transfer station. Facilities are provided for:

- Waste disposal
- Recycling
- Acceptance of yard waste
- Waste oil and antifreeze drop-off
- Scrap tire collection
- Goodwill collection site
- Scrap metal and appliances
- Vinyl siding recycling
- Electronic recycling

## Budget Changes

- The increase from FY 21 Original to Adjusted is due to salary adjustments.
- Personnel increases due to a 5.55% salary increase and an increase in overtime in FY 22.
- Operating increases in FY 22 due to:
  - Increase in planned leachate gallons processed due to the opening of additional acreage in cell 3 of the landfill.
  - Site repairs to include blacktop patching and fencing.
- Capital decreases due to equipment replacement in FY 21 offset by the replacement of two vehicles in FY 22.

# Recycling Operations

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$63,033	\$61,940	\$61,940	\$65,350	5.51%	5.51%
Benefits	47,565	37,360	37,360	36,915	-1.19%	-1.19%
Operating	1,446,192	1,628,740	1,628,740	2,395,985	47.11%	47.11%
Capital	3,253	11,000	11,000	11,400	3.64%	3.64%
<b>Total</b>	<b>\$1,560,043</b>	<b>\$1,739,040</b>	<b>\$1,739,040</b>	<b>\$2,509,650</b>	<b>44.31%</b>	<b>44.31%</b>
Employees FTE	1.00	1.00	1.00	1.00	-----	-----

Note: Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

**Jeffrey D. Castonguay, Director of Public Works  
(410) 386-2248**

**Ashleigh Smith, Budget Analyst (410) 386-2082**

<https://www.carrollcountymd.gov/government/directory/public-works/office-of-recycling/>

## Mission and Goals

To promote an integrated Solid Waste Management Program that includes: waste prevention, reuse, recycling, and minimal waste disposal by providing residents and businesses with information, training, and outreach in order to benefit the environment by saving natural resources, energy, and landfill space, and by preventing pollution.

## Goals include:

- Exceed the State of Maryland's mandate of 35% of total waste material received
- Educate County residents and businesses on proper waste management practices including:
  - Waste prevention
  - Reuse
  - Recycling
  - Minimal disposal

## 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. Items the County accepts for recycling include:

- Single stream
- Paper and cardboard
- Plastics and rigid plastics
- Textiles
- Electronics
- Aluminum
- White goods/scrap metal
- Yard trimmings
- Styrofoam
- Kitchen frying oil
- Motor oil/antifreeze

Services at the recycling center are provided through a contract with The Arc Carroll County. Scrap metal, batteries, and electronics are collected at Northern Landfill and disposal is managed by contractors. Yard trimmings are managed through a private contractor.

## Budget Changes

- A 5.55% salary increase is included in FY 22.
- Operating increases due to the cost of single-stream recycling.
- Capital increases due to a one-time purchase of office furniture in FY 22.

# Solid Waste Accounting Administration

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$224,971	\$219,720	\$221,350	\$231,700	5.45%	4.68%
Benefits	233,657	197,105	197,315	199,505	1.22%	1.11%
Operating	(645,289)	197,475	197,475	131,775	-33.27%	-33.27%
Capital	18,249	400	400	400	0.00%	0.00%
<b>Total</b>	(168,412)	\$614,700	\$616,540	\$563,380	-8.35%	-8.62%
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. FY 22 County employee pension rate decreases due to an allocation change between the Correctional Deputy and County employee portions.

## Contact

Michael Ensor, Accounting Supervisor (410) 386-2008

Ashleigh Smith, Budget Analyst (410) 386-2082

<https://www.carrollcountymd.gov/government/directory/public-works/solid-waste/>

## 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 billing, and of what type of waste is brought in by haulers

## Budget Changes

- The increase from FY 21 Original to Adjusted is due to salary adjustments.
- A 5.55% salary increase is included in FY 22.
- Operating decreases due to the reduction of bond principal and post-closure liability.

# Solid Waste Transfer Station

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	4,370,988	4,334,980	4,334,980	5,715,700	31.85%	31.85%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$4,370,988</b>	<b>\$4,334,980</b>	<b>\$4,334,980</b>	<b>\$5,715,700</b>	<b>31.85%</b>	<b>31.85%</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 D. Castonguay, Director of Public Works  
 (410) 386-2248  
 Ashleigh Smith, Budget Analyst (410) 386-2082

## Mission

To ensure facilities and resources are in place to manage approximately 100,000 tons per year of solid waste with an out-of-County transfer/disposal operation.

## Description

The transfer station became operational on December 1, 1998. It allows the County to accept solid waste from residents and businesses, and to transport the waste to a landfill in Pennsylvania for disposal.

## Budget Changes

Solid Waste Transfer Station increases due to additional tonnage transferred and an increase to the transfer cost per ton.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2022 TO 2027

	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Prior Allocation	Balance To Complete	Total Project Cost
<b>SOLID WASTE ENTERPRISE FUND</b>									
Landfill Expansion and Improvements	\$25,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000,000
Northern Landfill Rain Flap Installation	180,000	0	0	0	0	0	0	0	180,000
<b>SOLID WASTE ENTERPRISE FUND TOTAL</b>	<b>\$25,180,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,180,000</b>
SOURCES OF FUNDING:									
Transfer from General Fund	\$25,000,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$25,000,000
Enterprise Fund - Solid Waste	180,000	0	0	0	0	0	0	0	180,000
<b>SOLID WASTE ENTERPRISE FUND TOTAL</b>	<b>\$25,180,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$25,180,000</b>



*Utilities Enterprise Fund*





# Utilities Enterprise Fund Operating Summary

Sources of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 20	Budget FY 21	Budget FY 21		From Orig. FY 21	From Adj. FY 21
MES Reimbursement	\$16,638	\$18,000	\$18,000	\$18,000	0.00%	0.00%
Water Usage	4,880,099	5,267,900	5,267,900	5,740,000	8.96%	8.96%
Sewer Usage	6,056,164	6,209,500	6,209,500	6,324,225	1.85%	1.85%
Interest Income	133,632	77,910	77,910	20,500	-73.69%	-73.69%
Rents	217,590	217,000	217,000	223,150	2.83%	2.83%
Miscellaneous	104,735	88,830	88,830	65,700	-26.04%	-26.04%
Transfer from General Fund	330,230	266,950	266,950	225,770	-15.43%	-15.43%
Transfer from Fund Balance	0	0	378,840	0	-100.00%	-100.00%
<b>Total Sources of Funding</b>	<b>\$11,739,088</b>	<b>\$12,146,090</b>	<b>\$12,524,930</b>	<b>\$12,617,345</b>	<b>3.88%</b>	<b>0.74%</b>

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 20	Budget FY 21	Budget FY 21		From Orig. FY 21	From Adj. FY 21
BOU Administration	\$1,925,814	\$1,768,860	\$1,768,860	\$1,621,700	-8.32%	-8.32%
Board of Education Facilities	246,184	266,950	245,650	225,770	-15.43%	-8.09%
Freedom Sewer	3,415,543	2,908,230	2,902,010	2,830,490	-2.67%	-2.46%
Freedom Water	4,850,003	3,605,630	3,591,820	3,764,390	4.40%	4.80%
Hampstead Sewer	1,107,660	1,007,690	1,026,830	1,025,365	1.75%	-0.14%
Other Water and Sewer	251,654	145,450	149,760	169,630	16.62%	13.27%
Capital - Repair, Replace, Rehabilitate	2,700,000	2,443,280	2,840,000	2,980,000	21.97%	4.93%
Revenue in Excess of Expenses	0	0	0	0	100.00%	100.00%
<b>Total Uses of Funding</b>	<b>\$14,496,857</b>	<b>\$12,146,090</b>	<b>\$12,524,930</b>	<b>\$12,617,345</b>	<b>3.88%</b>	<b>0.74%</b>

Enterprise Fund budgets are presented based on cash expenses, depreciation is not included, and bond principal has been added. To accurately define what is happening in the budget, Revenue in Excess of Expenses is shown separately from the individual budget. 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 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
BOU Administration	\$1,925,814	\$1,768,860	\$1,768,860	\$1,621,700	-8.32%	-8.32%
Board of Education Facilities	246,184	266,950	245,650	225,770	-15.43%	-8.09%
Freedom Sewer	3,405,048	2,908,230	2,902,010	2,830,490	-2.67%	-2.46%
Freedom Water	4,850,003	3,605,630	3,591,820	3,764,390	4.40%	4.80%
Hampstead Sewer	371,347	1,007,690	1,026,830	1,025,365	1.75%	-0.14%
Other Water and Sewer	251,654	145,450	149,760	169,630	16.62%	13.27%
<b>Total Utilities Operations</b>	<b>\$11,050,050</b>	<b>\$9,702,810</b>	<b>\$9,684,930</b>	<b>\$9,637,345</b>	<b>-0.67%</b>	<b>-0.49%</b>

## Mission and Goals

To keep all water and sewer systems at peak levels of performance without interruption in service, while protecting the environment.

### Goals include:

- Protect the environment while continuing to comply with State and Federal regulations
- Be proactive in determining future needs for facilities by monitoring areas of growth

## Highlights, Changes, and Useful Information

- There are 5 County-operated wastewater treatment systems. The Freedom Sewer System serves 7,040 sewer accounts and includes 126 miles of collection lines and 14 pumping stations. The County also contributes 87% of the operating costs for the State of Maryland owned and operated Freedom Wastewater Treatment Plant. The Hampstead Sewer System serves 2,293 accounts and includes the Hampstead Wastewater Treatment Plant (HWWTP), 35 miles of collection lines and 7 pumping stations. The HWWTP is undergoing an extensive upgrade that is necessary to meet current environmental discharge requirements. The upgrade will be completed in 2021. Other systems include the South Carroll Wastewater Treatment Plant, the Runnymede Wastewater Treatment Plant, and the Pleasant Valley Community Sewer System.
- There are 3 water treatment and distribution systems operated by the County. The Freedom Water System serves 8,689 accounts and includes the Freedom Water Treatment Plant (FWTP), 8 groundwater sources and treatment facilities, 140 miles of distribution lines, 4 water storage tanks and 1 booster pump station. The FWTP processes water drawn from the Liberty Reservoir and the groundwater sources provide supplemental water to the system. The Bark Hill Community Water System is a groundwater system that serves 61 accounts and includes a treatment facility and a water storage tank. The Pleasant Valley Community Water System is groundwater system that serves 54 accounts and includes a treatment facility and a water storage tank.

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover.
- BOU Administration decreases due to a reduction in debt service.
- Board of Education Facilities decreases due to a change in personnel allocations and one-time capital repairs in FY 21.
- Freedom Sewer decreases due to one-time purchases in FY 21 and a reduction to County contribution to the Freedom Wastewater Treatment Plant.
- Freedom Water increases due to capital equipment replacement and water purchases.
- Other Water and Sewer increases due to a change in personnel allocations.

# Bureau of Utilities Administration

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$469,468	\$460,630	\$460,630	\$486,160	5.54%	5.54%
Benefits	368,763	319,140	319,140	306,640	-3.92%	-3.92%
Operating	698,968	836,090	836,090	757,710	-9.37%	-9.37%
Capital	388,615	153,000	153,000	71,190	-53.47%	-53.47%
<b>Total</b>	<b>\$1,925,814</b>	<b>\$1,768,860</b>	<b>\$1,768,860</b>	<b>\$1,621,700</b>	<b>-8.32%</b>	<b>-8.32%</b>
Employees FTE	7.69	7.69	7.69	7.69	-----	-----

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

## Contact

Jeffrey D. Castonguay, Director of Public Works  
(410) 386-2248

Stephanie R. Krome, Senior Budget Analyst (410) 386-2082  
<https://www.carrollcountymd.gov/government/directory/public-works/utilities/>

## Mission and Goals

To keep all facilities, including water and wastewater treatment plants, sewer pumping stations, distribution lines and collection systems, functioning at peak performance without interruption in service.

### Goals include:

- 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:

- Fourteen 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
- A booster station and 140 miles of water distribution lines
- Six water storage tanks
- Four groundwater facilities
- Four water treatment facilities

Total of number of households served:

2017	2018	2019	2020
10,915	10,987	11,083	11,124

## Budget Changes

- A 5.55% salary increase is included in FY 22.
- Operating decreases due to a reduction in debt service.
- Capital decreases due to the purchase of a jetter truck in FY 21.

# Board of Education Facilities

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$63,026	\$73,760	\$56,490	\$59,590	-19.21%	5.49%
Benefits	49,928	64,380	60,350	47,650	-25.99%	-21.04%
Operating	84,963	105,680	105,680	111,530	5.54%	5.54%
Capital	48,267	23,130	23,130	7,000	-69.74%	-69.74%
<b>Total</b>	<b>\$246,184</b>	<b>\$266,950</b>	<b>\$245,650</b>	<b>\$225,770</b>	<b>-15.43%</b>	<b>-8.09%</b>
Employees FTE	1.34	1.34	1.00	1.13	-----	-----

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

## Contact

Jeffrey D. Castonguay, Director of Public Works  
(410) 386-2248

Stephanie R. Krome, Senior Budget Analyst (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:

- Francis Scott Key Pumping Station and sewer main
- Runnymede Wastewater Treatment Plant
- South Carroll Wastewater Treatment Plant
- Winfield Sewer Pumping Station and sewer main

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover and a change in personnel allocations.
- A 5.55% salary increase is included in FY 22.
- Operating increases for contractual MES testing and generator loadbank testing.
- Capital decreases due to site improvements and pump replacements in FY 21.

# Freedom Sewer

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$300,741	\$339,550	\$333,330	\$345,430	1.73%	3.63%
Benefits	205,848	200,140	200,140	202,560	1.21%	1.21%
Operating	2,044,228	2,317,750	2,317,750	2,274,150	-1.88%	-1.88%
Capital	854,231	50,790	50,790	8,350	-83.56%	-83.56%
<b>Total</b>	<b>\$3,405,048</b>	<b>\$2,908,230</b>	<b>\$2,902,010</b>	<b>\$2,830,490</b>	<b>-2.67%</b>	<b>-2.46%</b>
Employees FTE	7.50	7.50	7.50	7.50	-----	-----

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

## Contact

**Jeffrey D. Castonguay, Director of Public Works  
(410) 386-2248**

**Stephanie R. Krome, Senior Budget Analyst (410) 386-2082**

Pumping stations are needed to pressurize and to lift the wastewater flow in areas where the force of gravity is incapable of moving sewage through the collection system.

## Mission

To maintain and operate the Freedom Sewer System at peak performance levels without interruption in service, while protecting and minimizing impact on the environment.

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover.
- A 5.55% salary increase is included in FY 22.
- Operating decreases due to one-time capital replacements in FY 21 and a reduction in flows to the Freedom Wastewater Treatment Plant.
- Capital decreases for one-time small equipment and safety equipment purchases in FY 21.

## Description

Funds in this budget are used to operate and maintain the following facilities:

- Freedom Wastewater Treatment Plant (FWWTP)
- 126 miles of collections lines
- 14 pumping stations

The Freedom Sewer system serves approximately 6,900 sewer accounts.

The FWWTP is capable of processing 3.5 million gallons of raw sewage per day. The County's service area generates 87% of the current flow to the plant, while State of Maryland owned property generates the remaining 13%. The FWWTP is owned by the State and is operated by the Maryland Environmental Service (MES).

The fourteen pumping stations include:

- Piney Run
- Sykesville
- Carroll Highlands
- Lake Forest
- Snowdens Run
- Pine Hill
- Water's Edge
- Edgewood
- Patapsco Valley Overlook
- Stone Manor
- Woodsyde
- Raincliffe
- South Carroll Senior Center
- Schoolhouse Road

# Freedom Water

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$610,515	\$711,180	\$697,370	\$735,730	3.45%	5.50%
Benefits	483,687	454,330	454,330	445,350	-1.98%	-1.98%
Operating	1,607,537	2,336,820	2,336,820	2,401,990	2.79%	2.79%
Capital	2,148,264	103,300	103,300	181,320	75.53%	75.53%
<b>Total</b>	<b>\$4,850,003</b>	<b>\$3,605,630</b>	<b>\$3,591,820</b>	<b>\$3,764,390</b>	<b>4.40%</b>	<b>4.80%</b>
Employees FTE	14.65	14.65	14.65	14.65	-----	-----

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

## Contact

Jeffrey D. Castonguay, Director of Public Works  
(410) 386-2248

Stephanie R. Krome, Senior Budget Analyst (410) 386-2082

## Mission

To provide the customers of the Freedom District with a potable water supply that meets or exceeds State standards without interruption in service.

## Description

The Freedom Water System includes:

- Freedom Water Treatment Plant
- 139 miles of distribution lines
- Two ground wells
- Four water storage tanks
- One booster station

The Freedom Water System serves approximately 8,600 accounts.

The 4.0M gallons per day capacity Freedom Water Treatment Plant (FWTP) was completed in 2009. FWTP processes water purchased from Baltimore City and drawn from the Liberty Reservoir.

The three water storage tanks are located at:

- Liberty High School
- Linton Road
- Martz Road

The total capacity of the water storage tanks is approximately 3.0M gallons. The storage tanks are utilized to ensure adequate water supply and pressure during times of heavy usage and for fire suppression availability.

The booster station, located on Martz Road, is utilized to distribute water supply in the low-pressure area of the water system.

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to employee turnover.
- A 5.55% salary increase is included in FY 22.
- Operating increases due to generator loadbank testing and additional gallons purchased from the City of Baltimore.
- Capital increases due to one-time equipment replacement.

# Hampstead Sewer

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$166,226	\$204,660	\$223,460	\$230,650	12.70%	3.22%
Benefits	113,661	153,640	153,980	130,650	-14.96%	-15.15%
Operating	553,688	592,260	592,260	642,065	8.41%	8.41%
Capital	(462,228)	57,130	57,130	22,000	-61.49%	-61.49%
<b>Total</b>	\$371,347	\$1,007,690	\$1,026,830	\$1,025,365	1.75%	-0.14%
Employees FTE	4.15	4.15	4.65	4.45	-----	-----

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

## Contact

**Jeffrey D. Castonguay, Director of Public Works  
(410) 386-2248**

**Stephanie R. Krome, Senior Budget Analyst (410) 386-2082**

## Mission

To maintain and operate the Hampstead sewer system at peak performance without interruption in service, while protecting the environment.

## Description

The Hampstead Sewer system services approximately 2,300 sewer accounts and consists of:

- Hampstead Wastewater Treatment Plant (HWWTP)
- 35 miles of collection lines
- Seven pumping stations
- A wastewater treatment plant

The HWWTP is currently capable of processing 0.9M gallons of raw sewage per day. HWWTP is undergoing an upgrade that will be completed in 2021. This upgrade will ensure that all State-mandated discharge requirements will be met.

The seven pumping stations include:

- North
- Small Crossings
- Shiloh
- North Carroll Farms
- South Hampstead
- Eagle Ridge
- Robert's Field

Pumping stations are needed to pressurize and to lift the wastewater flow in areas where the force of gravity is incapable of moving sewage through the collection system.

## Budget Changes

- The increase from FY 21 Original to Adjusted is due to a change in salary allocations.
- A 5.55% salary increase is included in FY 22.
- Operating increases due to contractual services to maintain the system.
- Capital decreases due to one-time site improvements in FY 21.

# Other Water/Sewer

Description	Actual FY 20	Original Budget FY 21	Adjusted Budget FY 21	Budget FY 22	% Change From Orig. FY 21	% Change From Adj. FY 21
Personnel	\$31,043	\$36,390	\$40,700	\$29,820	-18.05%	-26.73%
Benefits	21,196	26,180	26,180	24,000	-8.33%	-8.33%
Operating	107,523	81,280	81,280	114,810	41.25%	41.25%
Capital	91,892	1,600	1,600	1,000	-37.50%	-37.50%
<b>Total</b>	<b>\$251,654</b>	<b>\$145,450</b>	<b>\$149,760</b>	<b>\$169,630</b>	<b>16.62%</b>	<b>13.27%</b>
Employees FTE	0.66	0.66	0.50	0.57	-----	-----

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

## Contact

Jeffrey D. Castonguay, Director of Public Works

(410) 386-2248

Stephanie R. Krome, Senior Budget Analyst (410) 386-2082

## Mission

To maintain and operate the small water treatment/distribution systems, and the small wastewater collection/treatment system in a manner that ensures peak performance, limited interruptions, and protection of the environment, while meeting or exceeding State requirements.

## Description

The funds in this budget support the following systems:

- Bark Hill Water
- Pleasant Valley Water
- Pleasant Valley Sewer

Bark Hill Water System serves 62 accounts using 2 wells, a treatment plant, a 100,000 gallon water tank, and distribution lines.

Pleasant Valley Water and Sewer Systems serve 54 accounts. The water system includes a well, a treatment plant, a 50,000 gallon water storage tank, and distribution lines. The sewer system consists of a collection system and a treatment plant.

## Budget Changes

- The decrease from FY 21 Original to Adjusted is due to a change in personnel allocations.
- A 5.55% salary increase is included in FY 22, offset by a change in personnel allocations.
- Operating increases due to maintenance and contractual services.
- Capital decreases due to one-time equipment replacement in FY 21.



COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2022 TO 2027

	FY 22	FY 23	FY 24	FY 25	FY 26	FY 27	Prior Allocation	Balance To Complete	Total Project Cost
<b>UTILITIES ENTERPRISE FUND</b>									
County Sewer Line Rehabilitation and Replacement	\$481,000	\$481,000	\$481,000	\$481,000	\$481,000	\$481,000	\$481,000	\$0	\$3,367,000
County Water Line Rehabilitation and Replacement	798,000	837,000	879,000	923,000	0	0	1,419,000	0	4,856,000
Freedom Water Treatment Plant Equipment Replacement	103,490	0	0	0	0	0	500,000	0	603,490
Freedom Wells and Connections	975,000	0	0	0	0	0	1,423,000	0	2,398,000
Freedom WTP Membrane Replacement	206,000	206,000	206,000	206,000	206,000	206,000	1,493,250	0	2,729,250
Hampstead WWTP ENR Upgrade	400,000	0	0	0	0	0	0	0	400,000
Hampstead WWTP Sludge Press	300,000	2,700,000	0	0	0	0	0	0	3,000,000
Kabik Court Water Supply	100,000	0	0	0	0	0	0	0	100,000
Patapsco Valley Pump Station Upgrade	0	0	300,000	770,000	0	0	0	0	1,070,000
Pump Station Equipment Replacement	214,681	200,000	200,000	200,000	200,000	200,000	0	0	1,214,681
Runnymede Wastewater Treatment Facility Rehabilitation	44,000	297,000	0	0	0	0	28,000	0	369,000
Sewer Manhole Rehabilitation	87,000	91,000	96,000	99,000	102,000	106,000	2,317,200	0	2,898,200
Shiloh Pump Station Expansion	0	220,000	1,455,000	0	0	0	0	0	1,675,000
Standby Generator Replacement	37,000	33,000	0	0	0	0	547,550	0	617,550
Sykesville Pump Station Expansion	0	290,000	2,086,200	0	0	0	0	0	2,376,200
Tank Rehabilitation and Replacement	565,000	565,000	565,000	565,000	565,000	565,000	3,498,032	0	6,888,032
Town of Sykesville Water and Sewer Upgrades	4,495,000	8,045,000	0	0	0	0	6,045,000	0	18,585,000
Water Main Loops	440,000	440,000	440,000	440,000	440,000	440,000	1,777,872	0	4,417,872
Water Main Valve Replacements	360,000	360,000	360,000	360,000	360,000	0	2,039,700	0	3,839,700
Water Meters	671,000	687,500	709,500	731,000	753,000	759,000	6,371,629	0	10,682,629
Water Service Line Replacement	310,800	326,700	342,600	352,000	90,000	0	2,063,400	0	3,485,500
Winfield Pump Station Rehabilitation	400,000	0	0	0	0	0	0	0	400,000
<b>UTILITIES ENTERPRISE FUND</b>	<b>\$10,987,971</b>	<b>\$15,779,200</b>	<b>\$8,120,300</b>	<b>\$5,127,000</b>	<b>\$3,197,000</b>	<b>\$2,757,000</b>	<b>\$30,004,633</b>	<b>\$0</b>	<b>\$75,973,104</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$544,000	\$297,000	\$0	\$0	\$0	\$0	\$28,000	\$0	\$869,000
Utilities Maintenance Fee	5,669,000	9,297,500	1,274,500	1,296,000	1,318,000	1,324,000	7,431,574	0	27,610,574
Reallocated Utilities Maintenance Fees	62,000	0	0	0	0	0	900,000	0	962,000
Utilities Sewer User Fees	824,000	4,015,000	4,618,200	1,550,000	783,000	787,000	4,034,240	0	16,611,440
Reallocated Utilities Sewer User Fees	695,681	0	0	0	0	0	1,250,000	0	1,945,681
Utilities Water User Fees	3,193,290	2,169,700	2,227,600	2,281,000	1,096,000	646,000	16,252,197	0	27,865,787
Area Connection Charges	0	0	0	0	0	0	108,622	0	108,622
<b>UTILITIES ENTERPRISE FUND</b>	<b>\$10,987,971</b>	<b>\$15,779,200</b>	<b>\$8,120,300</b>	<b>\$5,127,000</b>	<b>\$3,197,000</b>	<b>\$2,757,000</b>	<b>\$30,004,633</b>	<b>\$0</b>	<b>\$75,973,104</b>

**Community Investment Plan - Schedule of Reappropriations**  
**Fiscal Year 2022**

Reappropriations are a transfer of funds. They 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 future use.

**Capital Fund**

<b>Project</b>		<b>Source/Amount</b>		
<b>From</b>	<b>To</b>	<b>Current</b>	<b>Bonds</b>	<b>Other</b>
8480 Public Safety Emergency Crisis Management	9920 Watershed Assessment and Improvement (NPDES)	\$66,120.00		
8480 Public Safety Emergency Crisis Management	8819 Public Safety Emergency Communication Radios	35,004.58		
8818 Facilities Asset Management	9921 Parking Lot Overlays	107.52		
8361 Optical Voting Machines	9921 Parking Lot Overlays	3,301.33		
8581 South Carroll High Roof	8852 East Middle School Replacement		\$5,051.58	
8583 Westminster High Roof	8852 East Middle School Replacement		9,542.87	
8621 Friendship Valley Elementary Roof	8852 East Middle School Replacement		500.00	
8622 Piney Ridge Elementary Roof	8852 East Middle School Replacement		273.72	
8714 Robert Moton Elementary Roof	8852 East Middle School Replacement		1,338.88	
8715 Runnymede Elementary Roof	8852 East Middle School Replacement		5,502.88	
9920 Watershed Assessment and Improvement (NPDES)	8886 Pavement Management FY 22		2,500,000.00	
8733 Piney Run Dam Temperature Remediation	8886 Pavement Management FY 22		330,000.00	
8767 Pavement Management FY 19	8888 Brynwood Hills Drainage		650,000.00	
8701 Deer Park Phase II	8175 Westminster Veterans Memorial Park			\$163,900.00
8853 Roof Replacement - Winfield Elementary	8762 HVAC System Replacement- Winfield Elementary		368,000.00	
<b>Total</b>		<b>\$104,533.43</b>	<b>\$3,870,209.93</b>	<b>\$163,900.00</b>

*Grant Fund*



# Grant Fund Summary

Sources of Funding	Actual	Original	Adjusted <sup>1</sup>	Budget	% Change
	FY 20	Budget	Budget	FY 22	From
		FY 21	FY 21		Adj. FY 21
Federal	\$7,542,217	\$6,428,160	\$6,622,243	\$7,001,061	5.72%
Federal / Pass thru State	6,096,992	4,682,067	6,701,888	6,343,794	-5.34%
State	4,448,160	4,109,213	4,755,682	3,204,574	-32.62%
Endowments	62,546	105,000	105,000	105,000	0.00%
Recreation Program Fees	173,277	180,000	180,000	110,000	-38.89%
Miscellaneous	214,757	0	0	0	100.00%
Donations	172,961	55,710	55,710	54,120	-2.85%
County Match/Contribution	1,885,883	2,094,610	2,116,424	913,970	-56.82%
<b>Total Sources of Funding</b>	<b>\$20,596,794</b>	<b>\$17,654,760</b>	<b>\$20,536,947</b>	<b>\$17,732,519</b>	<b>-13.66%</b>

Uses of Funding	Actual	Original	Adjusted	Budget	% Change
	FY 20	Budget	Budget	FY 22	From
		FY 21	FY 21		Adj. FY 21
Aging and Disabilities	\$2,182,110	\$2,212,010	\$2,236,765	\$2,234,140	-0.12%
Board of Elections	0	0	76,536	0	-100.00%
Business Employment Resource Center	2,106,936	1,220,430	1,220,430	1,080,586	-11.46%
Circuit Court	907,345	1,146,500	1,146,500	1,016,900	-11.30%
Citizen Services State	427	4,000	4,000	4,000	0.00%
Comprehensive Planning	91,402	76,230	136,230	50,000	-63.30%
Conservation and Natural Resources	83,226	0	0	0	0.00%
COVID-19 and CARES Act	1,224,258	0	1,529,443	0	-100.00%
Farm Museum Endowment	24,020	30,000	30,000	30,000	0.00%
Housing and Community Development	6,372,773	6,732,400	6,520,440	7,001,041	7.37%
Local Management Board	1,474,843	1,189,850	1,131,185	1,235,971	9.26%
Non-Profits	877,959	0	760,820	0	-100.00%
Public Safety	495,021	692,950	1,284,927	692,950	-46.07%
Public Works	307,214	0	0	0	0.00%
Recreation	214,104	188,100	188,100	118,100	-37.21%
Sheriff's Office	824,404	785,850	895,131	814,050	-9.06%
State's Attorney's Office	505,817	544,140	544,140	477,580	-12.23%
Tourism	49,541	50,000	50,000	84,400	68.80%
Transit	2,043,849	2,782,300	2,782,300	2,892,801	3.97%
<b>Total Uses of Funding</b>	<b>\$19,785,251</b>	<b>\$17,654,760</b>	<b>\$20,536,947</b>	<b>\$17,732,519</b>	<b>-13.66%</b>

<sup>1</sup>At the time the FY 21 Budget was adopted, it was still uncertain if the County would continue to receive some grants, get new grants, or the amount of those grants. Because of this uncertainty, the Adjusted Budget column is the most accurate.

# FY 22 Program Summary by Function

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Function	County	Grant	Total
	Match/Contribution	Funding	Program
Aging and Disabilities	\$355,670	\$1,878,470	\$2,234,140
Business and Employment Resource Center	0	1,080,586	1,080,586
Circuit Court	59,470	957,430	1,016,900
Citizen Services State	4,000	0	4,000
Comprehensive Planning	10,000	40,000	50,000
Farm Museum Endowment	0	30,000	30,000
Housing and Community Development	35,180	6,965,861	7,001,041
Local Management Board	50,620	1,185,351	1,235,971
Public Safety	108,390	584,560	692,950
Recreation	8,100	110,000	118,100
Sheriff's Office	86,560	727,490	814,050
State's Attorney's Office	108,100	369,480	477,580
Tourism	0	84,400	84,400
Transit	87,880	2,804,921	2,892,801
<b>Total Grant Fund</b>	<b>\$913,970</b>	<b>\$16,818,549</b>	<b>\$17,732,519</b>

# Aging and Disabilities – Grants

	Original Budget FY 20	Original Budget FY 21	Budget FY 22	% Change From Orig. FY 21	County Match/ Contribution
Case Management and Supports Planning	\$306,155	\$342,040	\$288,650	-15.61%	\$32,660
Federal Financial Participation	120,580	107,500	107,840	0.32%	7,840
Level One	0	0	15,000	100.00%	0
Money Follows Person	0	0	4,380	100.00%	0
National Caregiver Support Program	34,206	35,000	35,000	0.00%	0
Ombudsman	58,455	83,290	129,960	56.03%	74,360
Senior Assisted Housing	103,306	101,500	101,500	0.00%	0
Senior Citizens Center Operating Fund	12,805	12,500	12,500	0.00%	0
Senior Coordinated Community Care	182,187	185,360	186,880	0.82%	12,880
Senior Guardianship Program	42,335	42,990	91,470	112.77%	65,850
Senior Health Insurance Program	44,170	75,720	74,720	-1.32%	41,220
Senior Inclusion Program	433,000	434,660	400,500	-7.86%	0
Senior Information and Assistance	91,542	114,680	114,810	0.11%	92,310
Senior Medicare Patrol Program	4,685	4,000	4,000	0.00%	0
Title III B (Supportive Services)	159,807	138,630	138,380	-0.18%	10,050
Title III C1 (Congregate Meals)	297,197	263,500	263,500	0.00%	0
Title III C2 (Home Delivered Meals)	93,589	95,090	91,500	-3.78%	6,500
Title III D (Health Promotion)	9,270	9,550	10,550	10.47%	1,000
Title III E (Caregiver)	81,358	70,000	67,000	-4.29%	11,000
Veterans Directed Home Services	22,874	21,000	21,000	0.00%	0
Veterans Services	150,000	75,000	75,000	0.00%	0
<b>Total Aging and Disabilities Grants</b>	<b>\$2,247,521</b>	<b>\$2,212,010</b>	<b>\$2,234,140</b>	<b>1.00%</b>	<b>\$355,670</b>
<b>Employees FTE</b>	<b>22.09</b>	<b>22.02</b>	<b>22.22</b>	<b>-----</b>	<b>-----</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 and Disabilities of \$1,272,370.

## Case Management and Supports Planning

This federal pass-through program, formally known as Community Options Waiver, assists 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 18 years or older, require a nursing facility level of care, choose to receive services in the community, and have a cost-neutral plan that supports the individual to safely live in the community. This program supports a Program Coordinator position.

## Federal Financial Participation

This federal pass-through funding supports the administrative costs related to the Community First Choice and Maryland Access Point. Funding supports an Aging and Disabilities Services Supervisor position.

## Level One

This state-funded program assists jurisdictions with screening individuals who contact the Maryland Access Point. Screening results allow jurisdictions to prioritize those requesting services.

## Money Follows Person

This program helps people transition from an institution, e.g. a nursing facility, to community living in an apartment, private home, or small group setting.

## National Caregiver Support Program

This state-funded 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 state and federally funded 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. Ombudsman funding supports a Program Coordinator and an Ombudsman assistant position.

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# Aging and Disabilities – Grants

## Senior Assisted Housing

Senior Assisted Housing provides housing and supportive services, personalized assistance, and health-related services to meet the needs of residents who need assistance to, or who are unable to, perform the activities of daily living, in a way that promotes independence for residents through the use of state funding.

## Senior Citizens Center Operating Fund

This state funding supports an evidence-based program designed to improve strength, mobility, flexibility, and balance for enhanced overall physical and mental health in daily activities.

## Senior Coordinated Community Care

This state program helps adults 65 years or older remain in their homes. Funding supports an Accounts Technician position.

## Senior Guardianship Program

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 Health Insurance Program

Senior Health Insurance Program provides health insurance information and counseling services to Medicare beneficiaries, regardless of age, and their families and caregivers through the use of state funding. All citizens are welcome to call with long-term care insurance questions, questions about Medicare billing issues, and prescription drug help. Trained volunteers provide confidential counseling services free of charge and the funding pays for a portion of a Program Specialist position.

## Senior Inclusion Program

This state program is designed to offer both structured and non-structured activities to older adults with disabilities within a mainstreamed setting. Funding supports a Program Coordinator, an Instruction and Events Coordinator, and multiple Program Aides.

## 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. Funding supports a Program Coordinator and an Office Associate.

## Senior Medicare Patrol Program

The purpose of this federal pass-through 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.

## Title III B (Supportive Services)

Programs supported by these federal pass-through 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 C1 (Congregate Meals)

These federal pass-through 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 federal pass-through 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 D (Health Promotion)

These federal pass-through 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.

## Title III E (Caregiver)

These federal pass-through funds help aging adults to secure and maintain maximum independence and dignity in a home environment with appropriate supportive services. Funds also provided a continuum of care for vulnerable older adults and help to remove individual and social barriers to economic and personal independence.

## Veterans Directed Home Services

This program helps veterans self-direct and manage services that may be used to supplement or meet the veteran's long-term care support needs, without resorting to assisted living or nursing home care through the use of federal funds.

## Veterans Services

This privately-funded program provides case management and financial resources for veterans' needs such as housing, auto repairs, job training, or educational opportunities, and coordinates assistance through the Veterans Services Program of Carroll County and the Veterans' Advisory Council.



# Business and Employment Resource Center – Grants

	Original Budget FY 20	Original Budget FY 21	Budget FY 22	% Change From Orig. FY 21	County Match/ Contribution
<b>DORS Pre-Employment Transition Services</b>	\$77,660	\$83,792	\$83,792	0.00%	\$0
<b>Summer Youth Connections</b>	23,328	21,393	21,393	0.00%	0
<b>WIOA Title I - Admin</b>	107,958	111,524	97,540	-12.54%	0
<b>WIOA Title I - Adult</b>	199,067	290,341	192,043	-33.86%	0
<b>WIOA Title I - Dislocated Worker</b>	563,841	420,176	491,265	16.92%	0
<b>WIOA Title I - Youth</b>	208,706	293,204	194,553	-33.65%	0
<b>Total</b>	\$1,180,560	\$1,220,430	\$1,080,586	-11.46%	\$0
<b>Employees FTE</b>	9.90	9.90	9.90	-----	-----

In FY 22, Carroll County will become an independent workforce, separate from Howard County, through the WIOA programs.

## DORS Pre-Employment Transition Services

The Maryland Division of Rehabilitation Services (DORS) contracts with BEREC to assist with their summer program in order to increase the opportunity for students with disabilities in Carroll County. BEREC assists DORS with the hiring of 50 eligible youth who are placed at worksites.

## Summer Youth Connections Program

The Maryland Department of Labor, Licensing, and Regulation's Division of Workforce Development and Adult Learning provides funding to Carroll County. Funding is used to plan, develop, and implement meaningful, well supervised summer employment for youth. This funding prioritizes low income youth with employment barriers and places them in employment throughout the County for up to six weeks.

## WIOA Title I - Admin

These funds assist in paying associated administrative costs for the other Workforce Investment and Opportunity Act (WIOA) programs listed in this section. In FY 22, Carroll County will become an independent workforce, separate from Howard County, through the WIOA programs.

## WIOA Title I - Adult

These funds, provided under the Workforce Investment and Opportunity Act (WIOA), are used to provide the following two levels of services:

### 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 childcare)

Clients that are low income, lack high school diplomas/GEDs, ex-offenders, homeless, disabled, or have reading and/or math deficiencies, are given priority.

## WIOA Title I - Dislocated Worker

These funds, provided under the Workforce Investment and Opportunity Act, are used to provide services to adults who have received notice or have been laid off, as a result of permanent closure or a substantial layoff within a facility. Self-employed individuals currently unemployed due to general economic conditions or natural disaster and displaced homemakers are also eligible for the following two levels of services under this grant:

### Core Level

- Initial orientation and assessment
- Job search and placement assistance
- Career counseling
- Labor market information
- Access to training

### Intensive Level

- Individual employment plans
- Comprehensive and individual assessments
- Support services (transportation and childcare)
- Planning and case management
- Training services
- Short-term prevocational services
- Counseling and career planning

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# Business and Employment Resource Center – Grants

## **WIOA Title I - Youth**

This program combines a year-round training strategy with a summer employment component, fusing youth-development activities with traditional employment and training activities, as provided under the Workforce Investment and Opportunity Act. This program integrates academic and vocational education work-based and classroom-based instruction, and links to the market and employers.

The program serves youths 14 - 24 years of age who are economically disadvantaged and meet at least one of the following six specific barriers to employment:

- Basic skills deficient
- High school drop out
- Homeless
- Runaway or foster child
- Pregnant or parenting
- Offender

To focus resources on those most in need, 75% of the funds must be expended on out-of-school youth.

# Circuit Court – Grants

	Original Budget FY 20	Original Budget FY 21	Budget FY 22	% Change From Orig. FY 21	County Match/ Contribution
Child Support Enforcement	\$41,814	\$45,640	\$44,580	-2.32%	\$15,870
Drug Treatment Court	311,750	339,750	339,750	0.00%	4,750
Family Law Administration	658,898	761,110	632,570	-16.89%	38,850
<b>Total</b>	<b>\$1,012,462</b>	<b>\$1,146,500</b>	<b>\$1,016,900</b>	<b>-11.30%</b>	<b>\$59,470</b>
Employees FTE	10.80	10.85	11.15	-----	-----

## Child Support Enforcement

Child Support Enforcement program facilitates the recovery of child support payments using federal pass-through state dollars.

## Drug Treatment Court

Drug Treatment Court provides state funds for treatment of adults convicted of non-violent drug and alcohol related offenses. The grant funds the positions of Drug Court Coordinator, a full-time Drug Court Case Manager, and a part-time Drug Court Case Manager.

## Family Law Administration

This state grant supports services such as providing referrals and court assistance in family cases. The grant funds the full-time positions of Family Law Administrator, Administrative Assistant, Visitation Services Court Coordinator, Deputy Family Law Administrator, and a part-time Domestic Case Navigator. Family Law Administration includes the following functions and staffing:

- The Settlement Officers (outside attorneys) preside over settlement conferences to facilitate family law case settlements to reduce the number of trials.
- The Mediation Coordinator reviews domestic files to determine which cases are appropriate for mediation, and coordinates the mediation process, attends domestic violence final protective order hearings to conduct facilitated settlements for consent orders, and mediates cases for same-day hearings at the request of the Master or Judge when available.
- A full-time Alternative Dispute Resolution (ADR) Practitioner conducts date of trial facilitations/settlements conferences, mediations, as well as screening cases for mediation, and coordinates the system of evaluations of ADR services.

# Citizen Services State – Grant

	Original Budget FY 20	Original Budget FY 21	Budget FY 22	% Change From Orig. FY 21	County Match/ Contribution
Health Department - Emergency Funds	\$4,000	\$4,000	\$4,000	0.00%	\$4,000
<b>Total</b>	\$4,000	\$4,000	\$4,000	0.00%	\$4,000
Employees FTE	0.00	0.00	0.00	-----	-----

## Health Department - Emergency Funds

The funds from this grant are used for eligible clinic patients for necessary and immediate primary medical services not covered by any other health insurance. Eligibility is based on the Federal Income Guidelines which state that an applicant's gross income must fall at or below 185 percent of the U.S. Poverty Income Guidelines. These funds are used only for direct diagnostic and treatment services for specified medical conditions.

# Comprehensive Planning – Grants

	Original Budget FY 20	Original Budget FY 21	Budget FY 22	% Change From Orig. FY 21	County Match/ Contribution
<b>2020 Census Grant</b>	\$60,000	\$0	\$0	0.00%	\$0
<b>Unified Planning Work Program</b>	57,050	76,230	50,000	-34.41%	10,000
<b>Total</b>	\$117,050	\$76,230	\$50,000	-34.41%	\$10,000
<b>Employees FTE</b>	0.00	0.00	0.00	-----	-----

## 2020 Census Grant

This State grant is to support the accurate counting of Carroll County residents during the 2020 Census. It will provide funding for innovative outreach efforts to reach those least likely to respond to the 2020 Census.

## Unified Planning Work Program (UPWP)

UPWP provides federal pass-through funding to support efforts for transportation improvements, GIS activities, demographic/socioeconomic forecasting, and bicycle and pedestrian facilities planning.

The Baltimore Regional Transportation Board members include:

- Annapolis
- Anne Arundel County
- Baltimore City
- Baltimore County
- Carroll County
- Harford County
- Howard County
- Queen Anne’s County

# Farm Museum Endowment – Grant

	Original Budget FY 20	Original Budget FY 21	Budget FY 22	% Change From Orig. FY 21	County Match/ Contribution
<b>Farm Museum Endowment</b>	\$30,000	\$30,000	\$30,000	0.00%	\$0
<b>Total</b>	\$30,000	\$30,000	\$30,000	0.00%	\$0
<b>Employees FTE</b>	0.00	0.00	0.00	-----	-----

## Farm Museum Endowment

The Farm Museum Endowment revenues are derived from a portion of yearly admission passes, donations to the Farm Museum, gift shop revenues, and fundraisers run by the Farm Museum Board of Governors. The funds are earmarked for operating costs for the Farm Museum, such as: historic restoration projects, educational materials for exhibits, and purchases for the onsite gift shop.

# Housing and Community Development – Grants

	Original Budget FY 20	Original Budget FY 21	Budget FY 22	% Change From Orig. FY 21	County Match/ Contribution
Continuum of Care	\$45,349	\$45,700	\$47,260	3.41%	\$35,180
Family Self Sufficiency	55,822	57,500	62,481	8.66%	0
Homeless Prevention Program	9,241	9,520	0	-100.00%	0
Homeless Solutions Program	344,595	354,940	69,800	-80.33%	0
HUD Housing Choice - Vouchers	5,757,031	6,264,740	6,821,500	8.89%	0
<b>Total</b>	<b>\$6,212,038</b>	<b>\$6,732,400</b>	<b>\$7,001,041</b>	<b>3.99%</b>	<b>\$35,180</b>
Employees FTE	7.63	7.63	8.13	-----	-----

## Continuum of Care

These federal funds are for the required match for the HUD mandated Coordinated Intake and Assessment project, the required match and leasing costs for Human Services Program (HSP) of Carroll County’s Permanent Supportive Housing projects, and the match for the Planning Grant.

## Family Self-Sufficiency

The goal of this federally funded program is to increase participants’ economic independence within five years. Qualified families can contract to establish escrow accounts proportionate to their incomes, targeting the funds toward achieving major life goals such as higher education or home ownership. This grant funds the Program Coordinator position.

## Homeless Solutions Program

This federal and state funded program provides funding to local Continuum of Care teams to support homeless shelters and homeless service programs. It includes funds previously managed through the Emergency Solutions Grant, Rental Allowance Program, and Emergency and Transitional Housing Service Program.

## 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. Included in the grant is funding for administration of the voucher program. These funds re used for salaries and benefits that are necessary for the distribution, monitoring, and accounting of the vouchers.

# Local Management Board – Grants

	Original Budget FY 20	Original Budget FY 21	Budget FY 22	% Change From Orig. FY 21	County Match/ Contribution
<b>CESF Virtual Acces Project</b>	\$0	\$0	\$100,700	100%	\$0
<b>Community Programs</b>	448,102	448,100	432,432	-3.50%	0
<b>Family Engagement Program</b>	80,000	80,000	80,000	0.00%	0
<b>Interagency Family Preservation</b>	395,833	395,830	395,830	0.00%	0
<b>Local Care Team</b>	38,000	28,570	21,132	-26.03%	0
<b>MOU Administration</b>	111,530	111,530	80,057	-28.22%	50,620
<b>Safe and Stable Families</b>	125,824	125,820	125,820	0.00%	0
<b>Total</b>	\$1,199,289	\$1,189,850	\$1,235,971	3.88%	\$50,620
<b>Employees FTE</b>	2.50	2.00	1.00	-----	-----

## CESF Virtual Access Project

This grant seeks to address, through programs and services that work to enhance the child welfare system, the compounding impact COVID-19 has had on child maltreatment and safety.

## Community Programs

Community Partnership Agreement (CPA) The Governor’s Office for Children has been re-named the Office for Children and Youth and has been merged with The Governor’s Office of Crime Prevention, Youth and Victims Services (formerly GOCCP). The CCLMB focuses on the strategic populations of Disconnected/Opportunity Youth and the Impact of ACES and Trauma in the community. FY 21 is the last year of a three-year commitment to allocated funding. The funding structure for FY 21 is uncertain at this time.

## Interagency Family Preservation Program

This Federal grant supports the Interagency Family Preservation Program. This program provides crisis intervention and stabilization services for families whose children are at imminent risk of being placed outside of the home. Services are provided in the home and community, are time limited and are individualized to meet the strengths and needs of the families.

## Local Care Team

Local Care Team funding provides for coordination and facilitation of the inter-agency work group. LCT is designed to provide a Family Action plan, and connections and recommendations to resources for families with children experiencing intensive behavioral, emotional and mental health challenges. LCT is designed to help prevent the out of home and out of state placement of children.

## 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 planning, developing, evaluating, and managing community-based services for the children and families in Carroll County. This grant funds two positions: Local Management Board Manager and a Service Development and Evaluation Specialist.

## Youth and Family Engagement

This state grant provides behavioral health case management and behavioral health services for youth and their families who are currently involved in Maryland’s Department of Juvenile Services.

## Safe and Stable Families

This Federal pass thru grant provides funding to Youth Services Bureau of Carroll County to collaborate efforts with Human Services Program and the Department of Social Services to conduct evidenced-based treatment services to children five and under. The partnership will work with the families to provide a continuum of family and mental health services to support, strengthen, and preserve families in Carroll County.



# Public Safety – Grants

	Original Budget FY 20	Original Budget FY 21	Budget FY 22	% Change From Orig. FY 21	County Match/ Contribution
Hazardous Material Emergency Planning	\$231,800	\$226,580	\$226,580	0.00%	\$108,390
Homeland Security Grants	354,010	466,370	466,370	0.00%	0
<b>Total</b>	<b>\$585,810</b>	<b>\$692,950</b>	<b>\$692,950</b>	<b>0.00%</b>	<b>\$108,390</b>
Employees FTE	4.00	4.00	4.63	-----	-----

## Hazardous Material Emergency Planning

The Hazardous Material Emergency Planning program is a Federal pass-through grant that supports two positions. Under the Hazardous Material Transportation Uniform Safety Act, Section 117A, the grant provides for hazardous materials training and emergency planning training. The State Emergency Response Commission awards these funds to the Local Emergency Planning Committee.

The grant provides funds for:

- Services to maintain the Carroll County Hazardous Materials Plan
- Planning and training for the Local Emergency Planning Committee
- Yearly renewal of the computer-based hazardous materials emergency response program for hazardous materials incidents

## Homeland Security Grants

Homeland Security supports 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.

The Emergency Planner portion of the grant provides funds for 2.63 positions.

# Recreation – Grants

	Original Budget FY 20	Original Budget FY 21	Budget FY 22	% Change From Orig. FY 21	County Match/ Contribution
Community Recreation Programs	\$158,100	\$158,100	\$108,100	-31.63%	\$8,100
Community Recreation Trips	35,000	30,000	10,000	-66.67%	0
<b>Total</b>	\$193,100	\$188,100	\$118,100	-37.21%	\$8,100
Employees FTE	0.50	0.50	0.50	-----	-----

## Community Recreation Programs

The Bureau of Recreation offers a wide variety of activities through its Community Recreation Programs. These activities are designed to supplement programs available through the volunteer recreation councils. Program guides feature activities available for adults, youth, and families at a variety of sites throughout the County. The County contribution of \$8,100 helps offset operating costs associated with the Adaptive Recreation Program for individuals with developmental and physical disabilities due in part to the low teacher/student ratios required for these types of programs. The remainder of this budget is funded through registration fees and supports 50% of an administrative position.

## 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. This budget is funded through program fees.

# Sheriff's Office – Grants

	Original Budget FY 20	Original Budget FY 21	Budget FY 22	% Change From Orig. FY 21	County Match/ Contribution
Adequate Coverage	\$0	\$282,000	\$309,000	9.57%	\$0
Body Armor for Local Law Enforcement	0	8,460	8,460	0.00%	4,230
Child Advocacy Center Services	10,500	10,500	10,500	0.00%	0
Child Exploitation Task Force	0	0	19,000	100.00%	0
Child Support Unit	211,960	271,190	231,490	-14.64%	82,330
Children's Justice Act Committee	2,000	0	0	0.00%	0
High Intensity Drug Trafficking Area	75,000	67,500	67,500	0.00%	0
Highway Safety Enforcement Operations	25,000	25,000	25,000	0.00%	0
Internet Crimes Against Children	11,370	25,000	25,000	0.00%	0
Joint Law Enforcement Operations	10,000	2,200	18,000	718.18%	0
Motor Carrier Safety Assistance Program	20,000	20,000	20,000	0.00%	0
National Children's Alliance	0	0	10,600	100.00%	0
Protective Order (DVUP)	5,000	0	0	0.00%	0
School Bus Safety Enforcement	12,000	20,000	20,000	0.00%	0
Sexual Offender & Compliance Enfor. in MD	16,000	16,000	16,000	0.00%	0
State Criminal Alien Assistance Program	0	10,000	10,000	0.00%	0
Tactical Diversion Task Force	18,000	18,000	18,000	0.00%	0
Tobacco Sales Compliance	4,500	10,000	5,500	-45.00%	0
<b>Total</b>	<b>\$421,330</b>	<b>\$785,850</b>	<b>\$814,050</b>	<b>3.59%</b>	<b>\$86,560</b>
Employees FTE	1.75	1.75	1.75	-----	-----

## Adequate Coverage (SRO)

State funding provides reimbursement for payroll expenses associated with the School Resource Officers.

## Body Armor for Local Law Enforcement (BARM)

State-funded grant to non-state agencies for the purchase of bullet-resistant body armor for law enforcement officers.

## Child Advocacy Center Services (CACS)

State funding supports law enforcement, child protective services, social workers, and all who work to protect Maryland's vulnerable child victims of crime and abuse.

## Child Exploitation Task Force

Federal funding, through the FBI may reimburse local law enforcement agencies for the cost of overtime incurred by officers assigned full-time to FBI-managed task forces provided the overtime expenses were incurred as a result of task force-related activities.

## Child Support Unit

The Sheriff's Office Child Support Unit is mandated by law to locate absent parents and serve complaints, summonses, and subpoenas. Additional responsibilities include researching and executing arrest warrants and writs. The federal pass-through state grant, along with county match, funds a portion of an administrative position and a full-time law enforcement position.

## Children's Justice Act Committee (CJAC)

CJAC provided funding to improve the investigation, prosecution, and judicial handling of cases of child abuse and neglect, particularly child sexual abuse and exploitation, in a manner that limits additional trauma to the child victim.

## High Intensity Drug Trafficking Area (HIDTA)

The HIDTA federal pass-through state grant assists Federal, state, and local enforcement agencies operating in areas determined to be critical drug-trafficking regions.

## Highway Safety Enforcement Operations

The federal pass-through state grant program funds activities aimed at reducing the number of vehicle-related crashes, deaths, and injuries on Maryland roadways.

## Internet Crimes Against Children

State funding supports local law enforcement agencies for salaries, training, and equipment to be used in the investigation and prosecution of Internet Crimes Against Children.

## Joint Law Enforcement Operations

Federal funding eligible for payment of overtime, travel, fuel, training, equipment, and other similar costs of State or local law enforcement officers involved in a joint law enforcement operation with a Federal law enforcement agency.

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# Sheriff's Office – Grants

## **Motor Carrier Safety Assistance Program**

The objective of this federal pass-through state grant program is to reduce the number of commercial truck and bus related crashes, fatalities, and injuries resulting from improper operation of motor vehicles and aggressive driving behavior.

## **National Children's Alliance**

The National Children's Alliance grant funded 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 or sexually abused as well as those who have been victims of sexual assault.

## **Protective Order (DVUP)**

The program provides state funding to local sheriffs and police departments to create specialized units for service of ex partes and protective orders, and to update and maintain their domestic violence databases. This is part of the Domestic Violence Unit Program.

## **School Bus Safety Enforcement**

The School Bus Safety Enforcement Fund provides state grant funds to law enforcement agencies for enforcement programs that target drivers who fail to stop for school bus vehicles. This grant includes proactive safety measures such as overtime for officers, public service announcements, and speed enforcement assistance. Drivers illegally passing school bus vehicles while loading and unloading students are identified and issued the appropriate warning and/or fine.

## **Sexual Offender Compliance and Enforcement in Maryland (SOCM)**

Under the authority of the Governor's Office of Crime Control and Prevention (GOCCP), this State program provide resources to the designated Maryland law enforcement agencies that are responsible for the registration and compliance enforcement of sexual offenders that reside in the jurisdiction on the Maryland Sex Offender Registry.

## **State Criminal Alien Assistance Program (SCAAP)**

SCAAP provides federal funding to states and localities that incurred correctional officer salary costs for incarcerating undocumented criminal aliens with at least one felony or two misdemeanor convictions for violations of state or local law and incarcerated for at least four consecutive days during the reporting period.

## **Tactical Diversion Task Force**

Federal funding, awarded by the U. S. Department of Justice, which can be used to pay overtime for investigations into the use and abuse of controlled substances.

## **Tobacco Sales Compliance**

Tobacco Sales Compliance is awarded by the Carroll County Health Department. These state funds can be used to pay overtime for performing compliance surveys as well as administrative time.

# State's Attorney's Office – Grants

	Original Budget FY 20	Original Budget FY 21	Budget FY 22	% Change From Orig. FY 21	County Match/ Contribution
Maryland Criminal Intelligence Network	\$394,492	\$336,920	\$272,020	-19.26%	\$2,160
Maryland Victims of Crime	65,468	68,700	66,480	-3.23%	22,310
Violence Against Women Act	135,370	138,520	139,080	0.40%	83,630
<b>Total</b>	\$595,330	\$544,140	\$477,580	-12.23%	\$108,100
Employees FTE	5.00	4.00	4.00	-----	-----

## Maryland Criminal Intelligence Network (MCIN)

State funding enables law enforcement to identify, disrupt, and dismantle criminal networks through collaboration and comprehensive data sharing. Grants to local jurisdictions give law enforcement and State's Attorney's Offices the tools to share information across borders and pursue federal and state charges against criminal networks and gangs responsible for violent crime across the state. Beginning FY 20, the grant, along with County match, funds the positions of Senior Assistant State's Attorney, Criminal Analyst, and Data Analyst.

## Maryland Victims of Crime (MVOC)

The MVOC grant, along with County match, funds a full-time Victim Advocate position that serves as the liaison between prosecutors for Circuit, District, and Juvenile Courts, and makes sure victims and witnesses of crime understand their rights and are aware of available resources.

## Violence Against Women Act (VAWA)

The Violence Against Women Act grant, along with the County match, funds the salary and benefits of a full-time Domestic Violence Prosecutor that deals solely with the area of Domestic Violence.

# Tourism – Grant

	Original Budget FY 20	Original Budget FY 21	Budget FY 22	% Change From Orig. FY 21	County Match/ Contribution
<b>Maryland Tourism Development Board</b>	\$51,045	\$50,000	\$84,400	68.80%	\$0
<b>Total</b>	\$51,045	\$50,000	\$84,400	68.80%	\$0
<b>Employees FTE</b>	0.00	0.00	0.00	-----	-----

## Maryland Tourism Development Board

The funds from this State 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*

Funding from this grant has allowed Carroll County to participate in some cooperative advertising with the State of Maryland, such as:

- *Better Homes and Gardens*
- *Southern Living*
- *Style Magazine*
- *Great Vacations Getaways*
- *America's Best Vacations*

# Transit – Grants

	Original Budget FY 20	Original Budget FY 21	Budget FY 22	% Change From Orig. FY 21	County Match/ Contribution
CARES	\$0	\$0	\$2,453,400	100.00%	\$0
Section 5307 - Capital Assets	\$513,200	\$340,330	239,401	-29.66%	47,880
Section 5307 - Operating	1,015,481	1,232,990	0	-100.00%	0
Section 5307 - Preventative Maintenance	200,000	200,000	200,000	0.00%	40,000
Section 5311 - Operating	413,790	517,280	0	-100.00%	0
SSTAP - Operating	413,790	491,700	0	-100.00%	0
<b>Total</b>	<b>\$2,556,261</b>	<b>\$2,782,300</b>	<b>\$2,892,801</b>	<b>3.97%</b>	<b>\$87,880</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>1.00</b>	<b>-----</b>	<b>-----</b>

The FY 22 figures match the grant application. Budgets are contingent on receiving grant funds.

## CARES

The Coronavirus Aid, Relief, and Economic Security Act (CARES) is Federal funding to support transit operating expenses in urban and rural areas due to the COVID-19 pandemic. Funding can be used for eligible expenses through June 30, 2024.

Carroll Transit System, operated by Ride With Us, 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 – Capital Assets

Federal and State funding is provided for the purchase of capital assets, including marketing, tablets, and replacement and expansion buses. The Federal share is 80% of the project cost, with the remainder locally funded.

## Section 5307 – Operating

This program includes Federal and State funds that provide operating 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, operated by Ride With Us, provides this contractual vendor service for Carroll County. In FY 22, CARES funding will fund operating expenses, with no local match required.

## Section 5307 – Preventative Maintenance

Funding is provided for maintenance of transit vehicles. The Federal share for preventive maintenance is 80% of the project cost, with the remainder locally funded.

## Section 5311 – Operating

This grant includes Federal and State funds allocated for the operating assistance of rural area public transportation. These funds are utilized for operating expenses as well as capital expenditures for the Carroll Transit System, operated by Ride With Us. In FY 22, CARES funding will fund operating expenses, with no local match required.

## SSTAP – Operating

The Statewide Special Transportation Assistance Program (SSTAP) is a state grant obtained through the Maryland Transit Administration. These funds are issued to provide transportation services for the elderly and/or persons with disabilities. In FY 22, CARES funding will fund operating expenses, with no local match required.





***OPEB,  
Pension Trust,  
and  
Special Revenue Funds***



# Other Post Employment Benefits Trust Fund

Other Post Employment Benefits (OPEB) includes medical and prescription coverage for retirees, as well as funding to meet future liability. FY 22 Budget decreases due to updated actuarial information. Included in FY 22 are costs associated with additional positions.

Sources of Funding	FY 20	FY 21	FY 22	Increase
	Actual	Budget	Budget	(Decrease)
OPEB Contribution - Transfer from General Fund	\$12,493,310	\$12,461,510	\$12,309,840	(\$151,670)
Retiree Contributions	815,291	755,000	850,000	95,000
Interest	80,893	0	0	0
Unrealized Gain/(Loss)	2,616,757	0	0	0
<b>Total Sources of Funding</b>	<b>\$16,006,251</b>	<b>\$13,216,510</b>	<b>\$13,159,840</b>	<b>(\$56,670)</b>

Uses of Funding				
Budgeted Employer OPEB Trust Contribution	\$0	\$5,468,350	\$5,686,840	\$218,490
Audit Fees	2,510	0	0	0
Consulting Fees	6,286	0	0	0
Retiree Health Benefit Payments	6,855,083	7,748,160	7,473,000	(275,160)
<b>Total Uses of Funding</b>	<b>\$6,863,878</b>	<b>\$13,216,510</b>	<b>\$13,159,840</b>	<b>(\$56,670)</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 when age plus years of County service equals or exceeds 80. In October 2009, the Pension Plan was enhanced, and County contributions to the 401(k) accounts of County Pension Plan participants were discontinued. Beginning FY 18, the Pension Plan for the Correctional Deputies was enhanced by reducing normal retirement from 30 years of service to 25 years, accelerating accrual rates for service, and crediting years of pre-employment military service. The Plan's Administrative Committee, consisting of four individuals and two Plan participants selected by the County Commissioners, has responsibility for the oversight and administrative functions of the Plan. FY 20 included improvements to disability benefits for correctional deputies. FY 22 changes from a blended 8% pension rate to 6.1% for the County Pension - Employer Contribution and 14% for the Correctional Deputies - Employer Contribution.

Sources of Funding	FY 20	FY 21	FY 22	Increase
	Actuals	Budget	Budget	(Decrease)
County Pension - Employer Contribution	\$2,362,270	\$2,347,310	\$2,272,770	(\$74,540)
Correctional Deputies - Employer Contribution	806,820	632,430	752,530	120,100
Unrealized Gain/(Loss)	2,292,119	0	0	0
Employee Pension Contribution	2,131,420	0	0	0
<b>Total Sources of Funding</b>	<b>\$7,592,629</b>	<b>\$2,979,740</b>	<b>\$3,025,300</b>	<b>\$45,560</b>

Uses of Funding				
Legal Fees	\$7,613	\$0	\$0	\$0
Audit Fees	4,920	0	0	0
Consulting Fees	62,026	0	0	0
Other Professional Services	38,344	0	0	0
Employee Pension Fund Payments	2,637,534	0	0	0
Budgeted Employer Pension Contribution	0	2,979,740	3,025,300	45,560
<b>Total Uses of Funding</b>	<b>\$2,750,437</b>	<b>\$2,979,740</b>	<b>\$3,025,300</b>	<b>\$45,560</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 and two Plan participants selected by the County Commissioners, has responsibility for the oversight and administrative functions of the Plan. FY 20 included improvements to disability benefits for law enforcement officers.

Sources of Funding	FY 20	FY 21	FY 22	Increase
	Actuals	Budget	Budget	(Decrease)
Employer Pension Contribution	\$1,318,260	\$1,333,810	\$1,397,020	\$63,210
Unrealized Gain/(Loss)	635,040	0	0	0
Employee Pension Contribution	584,969	0	0	0
<b>Total Sources of Funding</b>	<b>\$2,538,269</b>	<b>\$1,333,810</b>	<b>\$1,397,020</b>	<b>\$63,210</b>

Uses of Funding				
Audit Fees	\$2,510	\$0	\$0	\$0
Consulting Fees	23,824	0	0	0
Other Professional Services	6,010	0	0	0
Certified Law Officers Pension Fund Payments	323,524	0	0	0
Budgeted Employer Pension Contribution	0	1,333,810	1,397,020	63,210
<b>Total Uses of Funding</b>	<b>\$355,868</b>	<b>\$1,333,810</b>	<b>\$1,397,020</b>	<b>\$63,210</b>

# Length of Service Award Program Trust Fund

Length of Service Award Program (LOSAP) Pension Trust Fund, a defined benefit pension plan, was implemented July 1, 2004. The Plan covers all volunteer firefighters meeting eligibility requirements and provides a monthly payment to retirees beginning at age 60. Beginning FY 18, the Board of Commissioners approved a 5-year plan to increase the base benefit by \$10/month, or from \$125 per month in FY 17 to \$175 per month in FY 22.

Sources of Funding	FY 20	FY 21	FY 22	Increase
	Actual	Budget	Budget	(Decrease)
Unrealized Gain/(Loss)	\$183,904	\$0	\$0	\$0
Transfer from General Fund	398,000	398,000	1,585,000	1,187,000
<b>Total Sources of Funding</b>	<b>\$581,904</b>	<b>\$398,000</b>	<b>\$1,585,000</b>	<b>\$1,187,000</b>

Uses of Funding				
Audit Fees	\$4,920	\$0	\$0	\$0
Consulting Fees	17,817	0	0	0
Other Professional Services	11,272	0	0	0
LOSAP Pension Fund Payments	910,126	0	0	0
Budgeted LOSAP Contribution	0	398,000	1,585,000	1,187,000
<b>Total Uses of Funding</b>	<b>\$944,135</b>	<b>\$398,000</b>	<b>\$1,585,000</b>	<b>\$1,187,000</b>

# Special Revenue Fund

A Special Revenue Fund captures dedicated revenues until they are appropriated for use in other funds in a given year. Hotel Rental Tax is applied to the hotel room rate and paid by the hotel guest. Proceeds of this tax are used for tourism and promotion of the County. In FY 19, the Board of Commissioners approved a distribution policy to allow use of Hotel Rental Tax for capital projects related to tourism.

Sources of Funding	FY 20 Actual	FY 21 Budget	FY 22 Budget	Increase (Decrease)
Hotel Rental Tax	\$306,978	\$412,000	\$410,020	(\$1,980)
Unrealized Gain/(Loss)	4,262	0	0	0
<b>Total Sources of Funding</b>	<b>\$311,240</b>	<b>\$412,000</b>	<b>\$410,020</b>	<b>(\$1,980)</b>

Uses of Funding	FY 20 Actual	FY 21 Budget	FY 22 Budget	Increase (Decrease)
Transfer to Operating	\$312,535	\$412,000	\$410,020	(\$1,980)
<b>Total Uses of Funding</b>	<b>\$312,535</b>	<b>\$412,000</b>	<b>\$410,020</b>	<b>(\$1,980)</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 and Municipalities joint National Pollutant Discharge Elimination System (NPDES) Permit and Watershed Restoration efforts. Property Tax revenue, equal to the projected operating expenses for this purpose, is dedicated to the fund on an annual basis. The Municipalities fund the salaries of two NPDES Compliance Specialist positions and the County funds the benefits.

Sources of Funding	FY 20	FY 21	FY 22	Increase
	Actual	Budget	Budget	(Decrease)
Dedicated Property Tax	\$2,148,660	\$2,409,650	\$2,667,545	\$257,895
Fund Balance	134,903	233,740	630,855	397,115
Town Contributions	107,870	110,970	117,130	6,160
Interest Revenue	20,805	18,000	20,800	2,800
<b>Total Sources of Funding</b>	<b>\$2,412,238</b>	<b>\$2,772,360</b>	<b>\$3,436,330</b>	<b>\$663,970</b>

Uses of Funding				
Personnel	\$1,119,689	\$1,204,680	\$1,203,710	(\$970)
Operating	151,640	164,100	418,590	254,490
Debt Service	1,140,908	1,403,580	1,814,030	410,450
<b>Total Uses of Funding</b>	<b>\$2,412,238</b>	<b>\$2,772,360</b>	<b>\$3,436,330</b>	<b>\$663,970</b>



# *Internal Service Funds*



# Fringe Benefits ISF

This Internal Service Fund (ISF) captures the costs of self-insuring medical coverage and other benefits for County employees. Fringe Benefits Internal Service Fund includes items such as medical, dental, vision, prescription, and life insurance coverage. Included in FY 22 are costs associated with additional positions.

Sources of Funding	FY 20	FY 21	FY 22	Increase
	Actual	Budget	Budget	(Decrease)
General Fund	\$15,650,746	\$15,698,000	\$16,638,300	\$940,300
Enterprise Funds	1,102,222	1,223,430	1,267,190	43,760
Grant Fund	1,087,795	1,150,970	1,096,370	(54,600)
Watershed Protection and Restoration Fund	190,987	232,600	226,440	(6,160)
Retiree Medicare Part D	272,258	0	0	0
Interest and Gain/(Loss)	320,177	0	0	0
<b>Total Sources of Funding</b>	<b>\$18,624,185</b>	<b>\$18,305,000</b>	<b>\$19,228,300</b>	<b>\$923,300</b>

Uses of Funding				
Employee Fringe Benefits	\$15,574,347	\$18,305,000	\$19,228,300	\$923,300
<b>Total Uses of Funding</b>	<b>\$15,574,347</b>	<b>\$18,305,000</b>	<b>\$19,228,300</b>	<b>\$923,300</b>

# Risk Management Auto Damage ISF

This Internal Service Fund (ISF) accounts for the cost of repairing County-owned vehicles after they have been damaged as the result of an accident. In FY 22, there is sufficient fund balance in this ISF so that no additional funding is required.

Sources of Funding	FY 20	FY 21	FY 22	Increase
	Actual	Budget	Budget	(Decrease)
Insurance	\$141,446	\$0	\$0	\$0
<b>Total Sources of Funding</b>	<b>\$141,446</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Uses of Funding				
Vehicle Claims	\$65,863	\$0	\$0	\$0
<b>Total Uses of Funding</b>	<b>\$65,863</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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# Risk Management Liability ISF

This Internal Service Fund (ISF) accounts for and finances the County's uninsured risk. This fund accounts for losses relating to property and liability claims filed against the County. In FY 22, there is sufficient fund balance in this ISF so that no additional funding is required.

Sources of Funding	FY 20	FY 21	FY 22	Increase
	Actual	Budget	Budget	(Decrease)
Insurance	\$3,482	\$0	\$0	\$0
<b>Total Sources of Funding</b>	<b>\$3,482</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Uses of Funding				
Claims	\$56,420	\$0	\$0	\$0
<b>Total Uses of Funding</b>	<b>\$56,420</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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# Risk Management Insurance Deductible ISF

This Internal Service Fund (ISF) accounts for deductibles paid by the County from property and liability claims. In FY 22, there is sufficient fund balance in this ISF so that no additional funding is required.

Sources of Funding	FY 20	FY 21	FY 22	Increase
	Actual	Budget	Budget	(Decrease)
General Fund	\$0	\$0	\$0	\$0
<b>Total Sources of Funding</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Uses of Funding				
Deductibles	\$2,910	\$0	\$0	\$0
<b>Total Uses of Funding</b>	<b>\$2,910</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

# Risk Management Workers Compensation ISF

This Internal Service Fund (ISF) was established in FY 16 to account for the cost of the County's Workers Compensation claims.

Sources of Funding	FY 20 Actual	FY 21 Budget	FY 22 Budget	Increase (Decrease)
General Fund	\$968,155	\$1,009,000	\$1,009,000	\$0
Grant Fund	80,023	66,300	84,500	18,200
Enterprise Funds	72,866	60,700	77,700	17,000
Watershed Protection and Restoration Fund	34,649	14,000	19,500	5,500
Interest and Gain/(Loss)	169,487	0	0	0
<b>Total Sources of Funding</b>	<b>\$1,325,181</b>	<b>\$1,150,000</b>	<b>\$1,190,700</b>	<b>\$40,700</b>

Uses of Funding	FY 20 Actual	FY 21 Budget	FY 22 Budget	Increase (Decrease)
Claims	\$713,467	\$1,150,000	\$1,190,700	\$40,700
<b>Total Uses of Funding</b>	<b>\$713,467</b>	<b>\$1,150,000</b>	<b>\$1,190,700</b>	<b>\$40,700</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, Enterprise Fund, or Special Revenue Fund position.

- General Fund positions are supported by taxes, fees, and other general fund revenues.
- Grant Fund positions are supported primarily by State and Federal grants.
- Enterprise Fund positions are supported by revenues generated primarily by specific services; for example, water and sewer charges support Utilities positions.
- Special Revenue Fund positions are supported by funds dedicated to a specific purpose, for example, Property Tax dedicated to Watershed Protection and Restoration.

The categories are arranged by Department and/or Bureau. The summary lists Full-Time Equivalent (FTE) totals of full-time, part-time, or other employees within the department or bureau. In some cases, a position may be more than one of these. For example, Circuit Court bailiffs are part-time and contractual.

- Full-Time (FT) are regular full-time positions with full benefits.
- Part-Time (PT) are positions scheduled for fewer than 30 hours per week with limited or no benefits.
- Other (O) are positions that are either subject to: the provisions of a contract that typically lasts for one year or less and have limited or no benefits (Contractual); hired for temporary, seasonal work and do not have benefits (Seasonal); or required by law with salaries set by law (By-Law).

Some of the positions included in the summary are paid by the County, but do not report to the County Commissioners. They are listed under Board of Elections, Sheriff's Office, Circuit Court, Circuit Court Magistrates, Orphan's Court, Volunteer Community Service Program, State's Attorney's Office, and Soil Conservation.

The overall number of authorized positions for FY 22 is 1,132.83 FTE, an increase of 63.16 FTE from FY 21 Budget.

The following changes are included in the FY 21 Adjusted Budget:

- A part-time Deputy Court Administrator position was converted to a full-time position in Circuit Court.
- Two Emergency Communications Specialists were added to Public Safety 911 to support 911 operations for the City of Westminster.
- A contractual Office Associate was added to Public Safety Grants.
- A Food Services Supervisor, three full-time Cook positions, and a part-time Cook position were eliminated from Administrative Services in the Sheriff's Office.
- A Parts Clerk position was eliminated from Fleet Management.
- An Administrative Assistant position was eliminated, and a part-time Office Associate was converted to a full-time employee in Roads Operations.
- A Legal Assistant position was converted to an Office Associate position and transferred from County Attorney to Public Works Administration.

- A Hydrogeologist position was transferred from Land and Resource Management Administration to Resource Management.
- A Water Resource Technician position was reclassified to a Stormwater Reviewer position, charged 100% to Resource Management.
- An Administrative Coordinator position was eliminated from County Commissioners.
- Additional hours are included for a part-time, grant-funded Drug Court Case Manager in the Circuit Court grants.

For the FY 22 Budget, the following changes are included:

- Six additional Emergency Communications Specialists added to Public Safety 911.
- A Correctional Specialist position added in Sheriff’s Office Administrative Services, offset by a Correctional Deputy position eliminated from Corrections.
- The following positions are included as a Digital Records Unit in FY 22 for the Sheriff’s Office Administrative Services: IT Tech Support, Records Coordinator, and 3 Paralegal/Legal Assistant positions, offset by the reduction of four Correctional Deputies in Corrections and a Court Security Deputy for FY 22 through FY 24. The Digital Records Unit is contingent upon receiving grant funding for cameras.
- A Paralegal II and Specialty Unit Supervisor are included in the State’s Attorney’s Office for a Digital Evidence Unit. An additional 4 Paralegal IIs and a Senior Assistant State’s Attorney are included in FY 22, contingent upon receiving grant funding for cameras.
- The transition to a County staffed Emergency Medical Services (EMS) begins in FY 22 with the addition of 44 station-based personnel, 4 EMS supervisors, an EMS Training Coordinator and a Public Safety Training Center Manager. Also included are 5 contractual EMT/Paramedics. The transition will continue in future years. The hiring plan (in FTE) can be found below.

<b>Fire/EMS Admin.</b>	FY 22	FY 23	FY 24	FY 25	FY 26
EMT/Paramedic	47.13	41.26	37.89	37.89	37.89
EMS Supervisor	4.0				
EMS Training Coordinator	1.0				
Public Safety Training Center Manager	1.0				

- Six additional positions are included for the Fire/EMS transition. This includes a Budget Technician in Budget, Junior Accountant in Accounting, and Risk Specialist in Risk Management. New positions in Human Resources include HR Specialist, HR Technician, and Employee Benefits Coordinator.
- Hours were reduced for a part-time contractual Intern and Project Specialist for Comprehensive Planning.
- Housing and Local Management Board grants changed due to personnel allocations.
- A Transportation Grants Manager position in the General Fund will be allocated to the Transit grants.

# Authorized Position History By Fund

General Fund	FY 20 Adjusted FTE				FY 21 Budget FTE				FY 21 Adjusted FTE				FY 22 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 Regulatory 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	19.00	0.60	17.50	37.10	19.00	0.60	16.69	36.29	20.00	0.00	16.69	36.69	20.00	0.00	16.69	36.69
Circuit Court Magistrates	4.76	---	---	4.76	4.76	---	---	4.76	4.76	---	---	4.76	4.76	---	---	4.76
Orphan's Court	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00
Volunteer Community Service Program	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
<b>Courts TOTAL</b>	26.76	0.60	20.50	47.86	26.76	0.60	19.69	47.05	27.76	0.00	19.69	47.45	27.76	0.00	19.69	47.45
Public Safety 911	42.00	---	2.45	44.45	42.00	---	2.45	44.45	44.00	---	2.45	46.45	50.00	---	2.45	52.45
<b>Public Safety 911 TOTAL</b>	42.00	0.00	2.45	44.45	42.00	0.00	2.45	44.45	44.00	0.00	2.45	46.45	50.00	0.00	2.45	52.45
Administrative Services	53.25	0.50	2.00	55.75	53.25	0.50	2.00	55.75	49.25	0.00	2.00	51.25	54.25	0.00	2.00	56.25
Corrections	92.00	0.00	---	92.00	92.00	---	---	92.00	92.00	0.00	---	92.00	87.00	---	---	87.00
Law Enforcement	130.00	---	1.00	131.00	130.00	---	1.00	131.00	130.00	---	1.00	131.00	130.00	---	1.00	131.00
<b>Sheriff's Office TOTAL</b>	275.25	0.50	3.00	278.75	275.25	0.50	3.00	278.75	271.25	0.00	3.00	274.25	271.25	0.00	3.00	274.25
State's Attorney's Office	43.80	0.63	1.00	45.43	43.80	0.63	1.00	45.43	43.80	0.63	1.00	45.43	50.80	0.63	1.00	52.43
<b>State's Attorney TOTAL</b>	43.80	0.63	1.00	45.43	43.80	0.63	1.00	45.43	43.80	0.63	1.00	45.43	50.80	0.63	1.00	52.43
Fire/EMS Administration	0.00	---	---	0.00	2.00	---	---	2.00	2.00	---	---	2.00	52.00	---	3.13	55.13
<b>Fire Services TOTAL</b>	0.00	0.00	0.00	0.00	2.00	0.00	0.00	2.00	2.00	0.00	0.00	2.00	52.00	0.00	3.13	55.13
Public Works Administration	5.09	0.50	0.00	5.59	5.09	0.50	0.00	5.59	6.10	0.50	0.00	6.60	6.10	0.50	0.00	6.60
Building Construction	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
Engineering Administration	4.75	---	---	4.75	4.75	---	---	4.75	4.75	---	---	4.75	4.75	---	---	4.75
Engineering Construction Inspection	6.00	---	---	6.00	6.00	---	---	6.00	6.00	---	---	6.00	6.00	---	---	6.00
Engineering Design	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
Engineering Survey	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
Facilities	59.00	---	1.00	60.00	59.00	---	1.00	60.00	59.00	---	1.00	60.00	59.00	---	1.00	60.00
Fleet Management	24.00	---	---	24.00	24.00	---	---	24.00	23.00	---	---	23.00	23.00	---	---	23.00
Permits and Inspections	23.00	---	0.60	23.60	23.00	---	0.60	23.60	23.00	---	0.60	23.60	23.00	---	0.60	23.60
Roads Operations	105.00	0.50	2.40	107.90	105.00	0.50	2.40	107.90	105.00	0.00	2.40	107.40	105.00	0.00	2.40	107.40
Transit Administration	1.35	---	---	1.35	1.35	---	---	1.35	1.35	---	---	1.35	0.35	---	---	0.35
<b>Public Works TOTAL</b>	242.19	1.00	4.00	247.19	242.19	1.00	4.00	247.19	242.20	0.50	4.00	246.70	241.20	0.50	4.00	245.70
Citizen Services Administration	4.50	---	---	4.50	4.50	---	---	4.50	4.50	---	---	4.50	4.50	---	---	4.50
Aging and Disabilities	19.44	---	1.88	21.32	19.44	---	1.88	21.32	19.44	---	1.88	21.32	19.24	---	1.88	21.12
<b>Citizen Services TOTAL</b>	23.94	0.00	1.88	25.82	23.94	0.00	1.88	25.82	23.94	0.00	1.88	25.82	23.74	0.00	1.88	25.62
Recreation and Parks Administration	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
Hashawha	8.00	0.63	1.60	10.23	8.00	0.63	1.60	10.23	8.00	0.63	1.60	10.23	8.00	0.63	1.60	10.23
Piney Run	6.00	---	12.27	18.27	6.00	---	12.27	18.27	6.00	---	12.27	18.27	6.00	---	8.78	14.78
Recreation	4.50	---	3.00	7.50	4.50	---	3.00	7.50	4.50	---	3.00	7.50	4.50	---	3.00	7.50
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>Recreation and Parks TOTAL</b>	25.50	0.63	17.57	43.70	25.50	0.63	17.57	43.70	25.50	0.63	17.57	43.70	25.50	0.63	14.08	40.21
Comprehensive Planning	11.00	---	0.62	11.62	11.00	---	0.62	11.62	11.00	---	0.62	11.62	11.00	---	0.30	11.30
<b>Comprehensive Planning TOTAL</b>	11.00	0.00	0.62	11.62	11.00	0.00	0.62	11.62	11.00	0.00	0.62	11.62	11.00	0.00	0.30	11.30
Comptroller Administration	3.00	---	0.15	3.15	3.00	---	0.15	3.15	3.00	---	0.12	3.12	3.00	---	0.12	3.12
Accounting	14.00	---	---	14.00	14.00	---	---	14.00	14.00	---	---	14.00	15.00	---	---	15.00
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>	32.00	0.00	0.78	32.78	32.00	0.00	0.78	32.78	32.00	0.00	0.75	32.75	33.00	0.00	0.75	33.75

# Authorized Position History By Fund

	FY 20 Adjusted FTE			FY 21 Budget FTE			FY 21 Adjusted FTE			FY 22 Budget FTE						
County Attorney	7.00	---	---	7.00	7.00	---	---	7.00	6.00	---	---	6.00	6.00	---	---	6.00
<b>County Attorney TOTAL</b>	7.00	0.00	0.00	7.00	7.00	0.00	0.00	7.00	6.00	0.00	0.00	6.00	6.00	0.00	0.00	6.00
Economic Development Administration	5.75	---	---	5.75	5.75	---	---	5.75	5.75	---	---	5.75	5.75	---	---	5.75
BERC	2.85	---	---	2.85	2.85	---	---	2.85	2.85	---	---	2.85	2.85	---	---	2.85
Farm Museum	7.00	0.70	3.40	11.10	7.00	0.70	3.40	11.10	7.00	0.70	3.33	11.03	7.00	0.70	3.33	11.03
Tourism	1.00	---	1.70	2.70	1.00	---	1.70	2.70	1.00	---	1.50	2.50	1.00	---	1.50	2.50
<b>Economic Development TOTAL</b>	16.60	0.70	5.10	22.40	16.60	0.70	5.10	22.40	16.60	0.70	4.83	22.13	16.60	0.70	4.83	22.13
Human Resources	11.00	---	---	11.00	11.00	---	---	11.00	11.00	---	---	11.00	14.00	---	---	14.00
Personnel Services	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
<b>Human Resources TOTAL</b>	15.00	0.00	0.00	15.00	15.00	0.00	0.00	15.00	15.00	0.00	0.00	15.00	18.00	0.00	0.00	18.00
Land and Res. Management Administration	9.20	---	0.23	9.43	9.20	---	0.23	9.43	8.20	---	0.23	8.43	8.20	---	0.23	8.43
Development Review	8.00	---	---	8.00	8.00	---	---	8.00	8.00	---	---	8.00	8.00	---	---	8.00
Resource Management	10.35	---	---	10.35	10.35	---	---	10.35	11.55	---	---	11.55	11.55	---	---	11.55
Zoning Administration	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
<b>Land and Resource Management TOTAL</b>	31.55	0.00	0.23	31.78	31.55	0.00	0.23	31.78	31.75	0.00	0.23	31.98	31.75	0.00	0.23	31.98
Management and Budget Administration	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Budget	7.00	---	0.15	7.15	7.00	---	0.15	7.15	7.00	---	0.15	7.15	8.00	---	0.15	8.15
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	5.00	---	---	5.00
<b>Management and Budget TOTAL</b>	15.00	0.00	0.15	15.15	15.00	0.00	0.15	15.15	15.00	0.00	0.15	15.15	17.00	0.00	0.15	17.15
Technology Services	32.00	---	0.17	32.17	32.00	---	0.17	32.17	32.00	---	0.17	32.17	32.00	---	0.17	32.17
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>	35.00	0.00	0.17	35.17	35.00	0.00	0.17	35.17	35.00	0.00	0.17	35.17	35.00	0.00	0.17	35.17
Administrative Hearings	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Audio Video Production	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
Board of Elections	---	---	0.62	0.62	---	---	0.62	0.62	---	---	0.62	0.62	---	---	0.62	0.62
Board of License Commissioners	1.00	---	0.38	1.38	1.00	---	0.38	1.38	1.00	---	0.38	1.38	1.00	---	0.38	1.38
County Commissioners	7.00	---	6.65	13.65	7.00	---	6.65	13.65	6.00	---	6.65	12.65	6.00	---	6.65	12.65
<b>Gen Government Other TOTAL</b>	12.00	0.00	7.65	19.65	12.00	0.00	7.65	19.65	11.00	0.00	7.65	18.65	11.00	0.00	7.65	18.65
Soil Conservation	5.00	0.63	---	5.63	5.00	0.63	---	5.63	5.00	0.63	---	5.63	5.00	0.63	---	5.63
<b>Cons. and Natural Resources TOTAL</b>	5.00	0.63	0.00	5.63	5.00	0.63	0.00	5.63	5.00	0.63	0.00	5.63	5.00	0.63	0.00	5.63
<b>TOTAL General Fund</b>	<b>860.59</b>	<b>4.69</b>	<b>65.10</b>	<b>930.38</b>	<b>862.59</b>	<b>4.69</b>	<b>64.29</b>	<b>931.57</b>	<b>859.80</b>	<b>3.09</b>	<b>63.99</b>	<b>926.88</b>	<b>927.60</b>	<b>3.09</b>	<b>63.31</b>	<b>994.00</b>

# Authorized Position History By Fund

Enterprise Funds	FY 20 Adjusted FTE				FY 21 Budget FTE				FY 21 Adjusted FTE				FY 22 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Solid Waste Management	1.68	---	---	1.68	1.68	---	---	1.68	1.68	---	---	1.68	1.68	---	---	1.68
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>19.43</b>	<b>0.00</b>	<b>0.00</b>	<b>19.43</b>	<b>19.43</b>	<b>0.00</b>	<b>0.00</b>	<b>19.43</b>	<b>19.43</b>	<b>0.00</b>	<b>0.00</b>	<b>19.43</b>	<b>19.43</b>	<b>0.00</b>	<b>0.00</b>	<b>19.43</b>
BOU Accounting Administration	7.69	---	---	7.69	7.69	---	---	7.69	7.69	---	---	7.69	7.69	---	---	7.69
Board of Education Facilities	1.34	---	---	1.34	1.34	---	---	1.34	1.00	---	---	1.00	1.13	---	---	1.13
Freedom Sewer	7.50	---	---	7.50	7.50	---	---	7.50	7.50	---	---	7.50	7.50	---	---	7.50
Freedom Water	14.50	---	0.15	14.65	14.50	---	0.15	14.65	14.50	---	0.15	14.65	14.50	---	0.15	14.65
Hampstead Sewer	4.00	---	0.15	4.15	4.00	---	0.15	4.15	4.50	---	0.15	4.65	4.30	---	0.15	4.45
Other Water/Sewer	0.66	---	---	0.66	0.66	---	---	0.66	0.50	---	---	0.50	0.57	---	---	0.57
<b>Utilities TOTAL</b>	<b>35.69</b>	<b>0.00</b>	<b>0.30</b>	<b>35.99</b>	<b>35.69</b>	<b>0.00</b>	<b>0.30</b>	<b>35.99</b>	<b>35.69</b>	<b>0.00</b>	<b>0.30</b>	<b>35.99</b>	<b>35.69</b>	<b>0.00</b>	<b>0.30</b>	<b>35.99</b>
Airport	3.43	---	0.50	3.93	3.38	---	0.50	3.88	3.38	---	0.50	3.88	3.38	---	0.50	3.88
Firearms Facility	1.00	---	2.00	3.00	1.00	---	2.00	3.00	1.00	---	2.00	3.00	1.00	---	2.00	3.00
<b>Airport/Firearms Facility TOTAL</b>	<b>4.43</b>	<b>0.00</b>	<b>2.50</b>	<b>6.93</b>	<b>4.38</b>	<b>0.00</b>	<b>2.50</b>	<b>6.88</b>	<b>4.38</b>	<b>0.00</b>	<b>2.50</b>	<b>6.88</b>	<b>4.38</b>	<b>0.00</b>	<b>2.50</b>	<b>6.88</b>
<b>TOTAL Enterprise Funds</b>	<b>59.55</b>	<b>0.00</b>	<b>2.80</b>	<b>62.35</b>	<b>59.50</b>	<b>0.00</b>	<b>2.80</b>	<b>62.30</b>	<b>59.50</b>	<b>0.00</b>	<b>2.80</b>	<b>62.30</b>	<b>59.50</b>	<b>0.00</b>	<b>2.80</b>	<b>62.30</b>

Special Revenue Fund	FY 20 Adjusted FTE				FY 21 Budget FTE				FY 21 Adjusted FTE				FY 22 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Watershed Protection and Restoration	12.45	---	---	12.45	12.45	---	---	12.45	12.25	---	---	12.25	12.25	---	---	12.25
<b>TOTAL Special Revenue Fund</b>	<b>12.45</b>	<b>---</b>	<b>---</b>	<b>12.45</b>	<b>12.45</b>	<b>---</b>	<b>---</b>	<b>12.45</b>	<b>12.25</b>	<b>---</b>	<b>---</b>	<b>12.25</b>	<b>12.25</b>	<b>---</b>	<b>---</b>	<b>12.25</b>

Grant Fund	FY 20 Adjusted FTE				FY 21 Budget FTE				FY 21 Adjusted FTE				FY 22 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Aging and Disabilities	16.06	4.35	1.68	22.09	16.06	4.98	1.68	22.72	19.56	0.00	2.46	22.02	19.76	0.00	2.46	22.22
Business Employment Resource Center	9.90	---	---	9.90	9.90	---	---	9.90	9.90	---	---	9.90	9.90	---	---	9.90
Circuit Court	7.95	0.50	2.40	10.85	7.95	0.50	2.40	10.85	7.95	0.80	2.40	11.15	7.95	0.80	2.40	11.15
Housing and Community Development	7.00	0.63	---	7.63	7.00	0.63	---	7.63	7.50	0.63	---	8.13	7.50	0.63	---	8.13
Local Management Board	2.00	---	---	2.00	2.00	---	---	2.00	1.00	---	---	1.00	1.00	---	---	1.00
Public Safety	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	0.63	4.63	4.00	---	0.63	4.63
Recreation	0.50	---	---	0.50	0.50	---	---	0.50	0.50	---	---	0.50	0.50	---	---	0.50
Sheriff's Office	1.75	---	---	1.75	1.75	---	---	1.75	1.75	---	---	1.75	1.75	---	---	1.75
State's Attorney's Office	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
Transit	---	---	---	---	---	---	---	---	---	---	---	---	1.00	---	---	1.00
<b>TOTAL Grant Fund</b>	<b>53.16</b>	<b>5.48</b>	<b>4.08</b>	<b>62.72</b>	<b>53.16</b>	<b>6.11</b>	<b>4.08</b>	<b>63.35</b>	<b>56.16</b>	<b>1.43</b>	<b>5.49</b>	<b>63.08</b>	<b>57.36</b>	<b>1.43</b>	<b>5.49</b>	<b>64.28</b>

TOTAL Government	FY 20 Adjusted FTE				FY 21 Budget FTE				FY 21 Adjusted FTE				FY 22 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
TOTAL General Fund	860.59	4.69	65.10	930.38	862.59	4.69	64.29	931.57	859.80	3.09	63.99	926.88	927.60	3.09	63.31	994.00
TOTAL Enterprise Funds	59.55	0.00	2.80	62.35	59.50	0.00	2.80	62.30	59.50	0.00	2.80	62.30	59.50	0.00	2.80	62.30
TOTAL Special Revenue Fund	12.45	---	---	12.45	12.45	---	---	12.45	12.25	---	---	12.25	12.25	---	---	12.25
TOTAL Grant Fund	53.16	5.48	4.08	62.72	53.16	6.11	4.08	63.35	56.16	1.43	5.49	63.08	57.36	1.43	5.49	64.28
<b>TOTAL FTE</b>	<b>985.75</b>	<b>10.17</b>	<b>71.98</b>	<b>1067.90</b>	<b>987.70</b>	<b>10.80</b>	<b>71.17</b>	<b>1069.67</b>	<b>987.71</b>	<b>4.52</b>	<b>72.28</b>	<b>1064.51</b>	<b>1056.71</b>	<b>4.52</b>	<b>71.60</b>	<b>1132.83</b>

# Authorized Positions

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## Governmental Partners

### Board of Elections

Election Clerk	Contractual	0.62
		<u>0.62</u>

### Courts

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#### Circuit Court

Bailiff	Contractual	16.69
Court Administrator	Full-Time	1.00
Court Assignment Officer	Full-Time	5.00
Court Reporter	Full-Time	4.00
Court Reporter/Librarian	Full-Time	1.00
Deputy Court Administrator	Full-Time	1.00
Deputy Jury Commissioner	Full-Time	1.00
Interpreter/Pretrial/ADA Coordinator	Full-Time	1.00
Judicial Assistant	Full-Time	4.00
Jury Commissioner	Full-Time	1.00
Staff Attorney	Full-Time	1.00
		<u>36.69</u>

#### Circuit Court Magistrates

Family Magistrate <sup>1</sup>	Full-Time	1.00
Judicial Assistant <sup>23</sup>	Full-Time	1.76
Legal Assistant	Full-Time	2.00
		<u>4.76</u>

#### Orphan's Court

Judge, Orphan's Court	By-Law	3.00
		<u>3.00</u>

#### Volunteer Community Service Program

VCS Assistant	Full-Time	1.00
VCS Caseworker	Full-Time	1.00
VCS Coordinator	Full-Time	1.00
		<u>3.00</u>

#### Circuit Court - Grants

Administrative Assistant	Full-Time	1.00
Administrative Assistant <sup>23</sup>	Full-Time	0.24
ADR Practitioner/Family Law	Full-Time	1.00
Bailiff	Contractual	0.32
Deputy Family Law Administrator	Full-Time	1.00
Domestic Case Navigator	Full-Time	0.71
Drug Court Case Manager	Full-Time	1.00
Drug Court Case Manager	Part-Time	0.80
Drug Court Coordinator	Full-Time	1.00
Family Law Administrator	Full-Time	1.00
Visitation Observer	Contractual	2.08
Visitation Services Coordinator	Full-Time	1.00
		<u>11.15</u>

### Courts Total

**58.60**

### Sheriff's Office

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#### Administrative Services



Accounts Payable Specialist	Full-Time	1.00
Administrative Assistant	Full-Time	2.00
Administrative Operations Manager	Full-Time	1.00
Constable	Contractual	2.00
Correctional Specialist	Full-Time	5.00
Correctional Specialist Manager	Full-Time	1.00
Court Security Deputy	Full-Time	11.00
Crime Analyst	Full-Time	1.00
Director, Administrative Services	Full-Time	1.00
Fiscal Analyst	Full-Time	1.00
Fleet Coordinator	Full-Time	1.00
Forensic Investigator	Full-Time	1.00
Forensic Services Supervisor	Full-Time	1.00
Forensic Services Technician	Full-Time	2.00
Hiring Manager	Full-Time	1.00
HR Specialist	Full-Time	3.00
IT Project Lead	Full-Time	1.00
IT Technical Support	Full-Time	2.00
Paralegal/Legal Assistant	Full-Time	3.00
Polygraph Examiner	Full-Time	1.00
Quartermaster	Full-Time	1.00
Records Coordinator	Full-Time	1.00
Records Unit Supervisor	Full-Time	1.00
Records Unit Technician <sup>2</sup>	Full-Time	7.25
Risk/Safety Coordinator	Full-Time	1.00
Unit Coordinator	Full-Time	3.00
		<hr/>
		56.25
<b>Corrections</b>		
Correctional Captain	Full-Time	3.00
Correctional Corporal	Full-Time	10.00
Correctional Deputy Sheriff	Full-Time	61.00
Correctional Lieutenant	Full-Time	5.00
Correctional Major	Full-Time	2.00
Correctional Sergeant	Full-Time	5.00
Correctional Warden/Colonel	Full-Time	1.00
		<hr/>
		87.00
<b>Law Enforcement</b>		
Captain	Full-Time	2.00
Colonel	Full-Time	1.00
Corporal	Full-Time	17.00
Deputy 1st Class	Full-Time	31.00
Deputy Sheriff Recruit/Probationer	Full-Time	9.00
Lieutenant	Full-Time	7.00
Major	Full-Time	2.00
Master Deputy	Full-Time	50.00
Sergeant	Full-Time	11.00
Sheriff	By-Law	1.00
		<hr/>
		131.00
<b>Sheriff's Office - Grants</b>		
Corporal	Full-Time	1.00
Records Unit Technician <sup>2</sup>	Full-Time	0.75
		<hr/>
		1.75
<b>Sheriff's Office Total</b>		<b>276.00</b>
<b>Soil Conservation District</b>		
Secretary	By-Law	0.63
Soil Conservation Grants Coordinator	Full-Time	1.00
Soil Conservation Planner	Full-Time	3.00

Soil Conservation Technician	Full-Time	<u>1.00</u>
		5.63

### **State's Attorney's Office**

#### **State's Attorney's Office**

Assistant State's Attorney	Full-Time	8.00
Chief Investigator	Full-Time	1.00
Deputy State's Attorney/Admin.	Full-Time	2.00
Deputy State's Attorney/Special Counsel	Full-Time	1.00
Director, Victim Witness	Full-Time	1.00
District Court Supervisor	Full-Time	1.00
Drug Court Prosecutor	Full-Time	0.80
Drug Prevention & Comm. Outreach	Full-Time	1.00
Extradition Fugitive Technician	Full-Time	1.00
Family Violence Coordinator	Full-Time	1.00
Intake Unit Supervisor	Full-Time	1.00
Investigator	Full-Time	2.00
Law Enforcement Liaison	Full-Time	1.00
Paralegal I	Full-Time	7.00
Paralegal II	Full-Time	5.00
Prosecution Assistant	Full-Time	8.00
Prosecution Assistant	Part-Time	0.63
Senior Asst. State's Attorney	Full-Time	3.00
Specialty Unit Supervisor	Full-Time	5.00
State's Attorney	By-Law	1.00
Victim Advocate	Full-Time	<u>1.00</u>
		52.43

#### **State's Attorney's Office - Grants**

Criminal Analyst	Full-Time	1.00
Special Unit Supervisor	Full-Time	1.00
Sr. Assistant State's Attorney	Full-Time	1.00
Victim Advocate	Full-Time	<u>1.00</u>
		4.00

**State's Attorney's Office Total** **56.43**

**Total Governmental Partners** **397.28**

## **Commissioner Employees**

#### **Administrative Hearings**

Administrative Hearing Coordinator	Full-Time	<u>1.00</u>
		1.00

#### **Audio Video Production**

Digital Media Manager	Full-Time	1.00
Media Technician	Full-Time	<u>2.00</u>
		3.00

#### **Board of License Commissioners**

Inspector	Contractual	0.38
Inspector	Full-Time	<u>1.00</u>
		1.38

#### **Cable Regulatory Commission**

Cable Coordinator	Full-Time	<u>1.00</u>
		1.00

### **Citizen Services**

#### **Citizen Services Administration**

Administrative Assistant	Full-Time	1.00
Bureau Chief, Housing and Comm. Dev. <sup>3</sup>	Full-Time	0.60

Director	Full-Time	1.00
Homeless Info. Systems Analyst	Full-Time	1.00
Housing Inspector <sup>4</sup>	Full-Time	0.50
Office Associate <sup>5</sup>	Full-Time	0.40
		<u>4.50</u>
<b>Aging and Disabilities</b>		
Aging and Disabilities Services Supervisor	Full-Time	1.00
Community Services Supervisor	Full-Time	0.90
Custodial Services Specialist	Full-Time	5.00
Fiscal Supervisor <sup>6</sup>	Full-Time	0.44
Information and Asst. Supervisor	Full-Time	0.90
Project Coordinator - Aging	Full-Time	1.00
Senior Center Assistant	Full-Time	5.00
Senior Center Manager	Full-Time	5.00
Veterans Services Professional	Contractual	1.88
		<u>21.12</u>
<b>Aging and Disabilities - Grants</b>		
Accounts Technician - IIIB	Full-Time	1.00
Bureau Chief of Aging and Disabilities	Full-Time	1.00
Community Services Supervisor	Full-Time	0.10
Fiscal Supervisor <sup>6</sup>	Full-Time	0.56
Information and Asst. Supervisor	Part-Time	0.10
Office Associate	Full-Time	1.00
Paraprofessional - Guardianship	Contractual	0.63
Professional	Contractual	1.20
Program Aide	Full-Time	4.00
Program Assistant	Full-Time	1.00
Program Coordinator	Full-Time	4.00
Program Manager	Full-Time	3.00
Program Specialist	Full-Time	4.00
Veterans Services Professional	Contractual	0.63
		<u>22.22</u>
<b>Housing and Community Development - Grants</b>		
Bureau Chief, Housing <sup>3</sup>	Full-Time	0.40
Family Sufficiency Coordinator	Full-Time	1.00
Housing Inspector <sup>4</sup>	Full-Time	0.50
Housing Specialist	Full-Time	3.00
Information Desk Receptionist	Contractual	0.63
Office Associate <sup>5</sup>	Full-Time	0.60
Service and Development Evaluation Specialist	Full-Time	1.00
Program Manager	Full-Time	1.00
		<u>8.13</u>
<b>Local Management Board - Grants</b>		
Manager	Full-Time	1.00
		<u>1.00</u>
<b>Citizen Services Total</b>		<b>56.97</b>
<b>Comprehensive Planning</b>		
Administrative Assistant	Full-Time	1.00
Comprehensive Planner	Full-Time	5.00
Comprehensive Planning Technician	Full-Time	2.00
Director	Full-Time	1.00
Intern	Contractual	0.30
Office Associate	Full-Time	1.00
Planning Manager	Full-Time	1.00
		<u>11.30</u>
<b>County Commissioners</b>		

Administrative Coordinator	Full-Time	4.00
Administrative Support	Contractual	1.00
Communications Manager	Full-Time	1.00
County Administrator	Full-Time	1.00
County Commissioner	By-Law	5.00
Legislative Liaison	Part-Time	0.65
		<hr/>
		12.65

## **Comptroller**

### **Comptroller Administration**

Administrative Assistant	Full-Time	1.00
Comptroller	Full-Time	1.00
Financial System Administrator	Full-Time	1.00
Intern	Contractual	0.12
		<hr/>
		3.12

### **Accounting**

Accountant	Full-Time	3.00
Accounting Technician	Full-Time	3.00
Accounts Payable Supervisor	Full-Time	1.00
Bureau Chief	Full-Time	1.00
Financial Analyst	Full-Time	1.00
Grants Accountant	Full-Time	1.00
Investment Officer	Full-Time	1.00
Junior Accountant	Full-Time	1.00
Payroll Assistant	Full-Time	1.00
Payroll Manager	Full-Time	1.00
Payroll Technician	Full-Time	1.00
		<hr/>
		15.00

### **Collections Office**

Administrative Support	Contractual	0.63
Collections Analyst	Full-Time	1.00
Collections Clerk	Full-Time	4.00
Collections Office Supervisor	Full-Time	1.00
Collections Specialist	Full-Time	3.00
Head Cashier/Bookkeeper	Full-Time	1.00
		<hr/>
		10.63

### **Office of Procurement**

Associate Buyer	Full-Time	1.00
Buyer	Full-Time	2.00
Procurement Officer	Full-Time	1.00
Office Technician	Full-Time	1.00
		<hr/>
		5.00

### **Comptroller Total**

**33.75**

### **County Attorney**

Assistant County Attorney	Full-Time	1.00
County Attorney	Full-Time	1.00
Deputy County Attorney	Full-Time	1.00
Legal Assistant	Full-Time	1.00
Legal Specialist	Full-Time	2.00
		<hr/>
		6.00

## **Economic Development**

### **Economic Development Administration**

Agriculture Specialist	Full-Time	0.75
Business Development Manager	Full-Time	1.00
Deputy Director	Full-Time	1.00
Director	Full-Time	1.00
Economic Development Coordinator	Full-Time	1.00
Research and Data Specialist	Full-Time	1.00

		<u>5.75</u>
<b>Business and Employment Resource Center</b>		
Business Consultant <sup>7</sup>	Full-Time	0.10
Fiscal Manager	Full-Time	0.75
Manager	Full-Time	1.00
Office Associate	Full-Time	1.00
		<u>2.85</u>
<b>Farm Museum</b>		
Administrative Support	Contractual	0.86
Curator	Full-Time	1.00
Events Coordinator	Full-Time	1.00
Maintenance Specialist	Full-Time	2.00
Manager	Full-Time	1.00
Office Technician	Full-Time	1.00
Paraprofessional	Contractual	0.81
Park Maintenance Supervisor	Full-Time	1.00
Service/Maintenance	Contractual	1.66
Volunteer Coordinator	Part-Time	0.70
Wedding Coordinator	Contractual	1.10
		<u>11.03</u>
<b>Tourism</b>		
Administrative Support	Contractual	1.50
Manager	Full-Time	1.00
		<u>2.50</u>
<b>BERC - Grants</b>		
Business and Employment Svcs. Super.	Full-Time	1.00
Business Consultant <sup>7</sup>	Full-Time	0.90
Customer Engagement Specialist	Full-Time	1.00
Employment Consultant	Full-Time	3.00
Operations and Resource Manager	Full-Time	1.00
Performance and Data Coordinator	Full-Time	1.00
Youth Program Coordinator	Full-Time	1.00
Youth Support Specialist	Full-Time	1.00
		<u>9.90</u>
<b>Economic Development Total</b>		<b>32.03</b>
<b><u>Fire/EMS Administration</u></b>		
<b>Fire/EMS Administration</b>		
Director	Full-Time	1.00
Administrative Assistant	Full-Time	1.00
EMT/Paramedic	Full-Time	44.00
EMS Supervisor	Full-Time	4.00
EMS Training Coordinator	Full-Time	1.00
Public Safety Training Center Manager	Full-Time	1.00
EMT/Paramedic	Contractual	3.13
		<u>55.13</u>
<b>Fire/EMS Administration</b>		<b>55.13</b>
<b><u>Human Resources</u></b>		
<b>Human Resources Administration</b>		
Director	Full-Time	1.00
Employee Benefits Coordinator	Full-Time	1.00
Employment Compliance Specialist	Full-Time	1.00
Human Resources Manager	Full-Time	1.00
Human Resources Specialist	Full-Time	5.00
Human Resources Technician	Full-Time	3.00

Personnel Analyst	Full-Time	1.00
Retirement Plans Manager	Full-Time	1.00
		<hr/> 14.00

**Personnel Services**

Office Associate	Full-Time	4.00
		<hr/> 4.00

**Human Resources Total 18.00**

**Land and Resource Management**

**Land and Resource Management Administration**

Administrative Assistant <sup>8</sup>	Full-Time	0.60
Ag. Land Pres. Program Manager	Full-Time	1.00
Director <sup>9</sup>	Full-Time	0.60
GIS Analyst	Full-Time	2.00
GIS Manager	Full-Time	1.00
Intern	Contractual	0.23
Land Use Project Coordinator	Full-Time	1.00
Office Technician	Full-Time	1.00
Preservation Specialist	Full-Time	1.00
		<hr/> 8.43

**Development Review**

Bureau Chief	Full-Time	1.00
Development Review Coordinator	Full-Time	3.00
Development Review Technician	Full-Time	1.00
Legal Document Technician	Full-Time	1.00
Office Technician	Full-Time	1.00
Plans Reviewer	Full-Time	1.00
		<hr/> 8.00

**Resource Management <sup>10</sup>**

Bureau Chief	Full-Time	0.40
Chief Environment Reviewer/Inspector	Full-Time	0.70
Environmental Insp./Grading Reviewer	Full-Time	3.00
Floodplain Management Specialist	Full-Time	0.40
Forest Conservation Specialist	Full-Time	0.90
Hydrogeologist	Full-Time	1.00
Office Associate	Full-Time	0.90
Office Technician	Full-Time	0.95
Program Engineer	Full-Time	0.70
Resource Management Technician	Full-Time	0.20
Stormwater Mgt. Review Assistant	Full-Time	0.40
Stormwater Reviewer	Full-Time	1.00
Water Resources Specialist	Full-Time	0.40
Water Resources Supervisor	Full-Time	0.20
Watershed Management Coordinator	Full-Time	0.20
Watershed Restoration Engineer	Full-Time	0.20
		<hr/> 11.55

**Watershed Protection and Restoration Fund <sup>10</sup>**

Administrative Assistant <sup>8</sup>	Full-Time	0.40
Bureau Chief, Resource Management	Full-Time	0.60
Chief Environment Reviewer/Inspector	Full-Time	0.30
Director, Land and Resource Mgmt. <sup>9</sup>	Full-Time	0.40
Environmental Insp./Grading Reviewer	Full-Time	1.00
Floodplain Management Specialist	Full-Time	0.60
Forest Conservation Specialist	Full-Time	0.10
NPDES Compliance Specialist	Full-Time	2.00
Office Associate	Full-Time	0.10
Office Technician	Full-Time	0.05

Program Engineer	Full-Time	0.30
Resource Management Technician	Full-Time	0.80
Stormwater Mgt. Review Assistant	Full-Time	0.60
Water Resources Specialist	Full-Time	1.60
Water Resources Supervisor	Full-Time	0.80
Watershed Grants Technician	Full-Time	1.00
Watershed Management Coordinator	Full-Time	0.80
Watershed Restoration Engineer	Full-Time	0.80
		<hr/>
		12.25

**Zoning Administration**

Administrative Assistant	Full-Time	1.00
Zoning Administrator	Full-Time	1.00
Zoning Inspector	Full-Time	1.00
Zoning Technician	Full-Time	1.00
		<hr/>
		4.00

**Land and Resource Management Total 44.23**

**Management and Budget**

**Management and Budget Administration**

Director	Full-Time	1.00
Office Technician	Full-Time	1.00
		<hr/>
		2.00

**Budget**

Budget Analyst	Full-Time	3.00
Budget Technician	Full-Time	1.00
Bureau Chief	Full-Time	1.00
Intern	Contractual	0.15
Management & Budget Project Coordinator	Full-Time	1.00
Senior Budget Analyst	Full-Time	2.00
		<hr/>
		8.15

**Grants Office**

Grants Analyst	Full-Time	1.00
Grants Manager	Full-Time	1.00
		<hr/>
		2.00

**Risk Management**

Risk Management Specialist	Full-Time	2.00
Risk Management Technician	Full-Time	1.00
Risk Manager	Full-Time	1.00
Safety and Training Coordinator	Full-Time	1.00
		<hr/>
		5.00

**Management and Budget Total 17.15**

**Public Safety**

**Public Safety 911**

911 Technician	Contractual	2.45
Administrative Assistant	Full-Time	1.00
Communications Technical Assistant	Full-Time	1.00
Director	Full-Time	1.00
Emergency Comm. Asst. Manager	Full-Time	2.00
Emergency Comm. Manager	Full-Time	1.00
Emergency Comm. Specialist	Full-Time	36.00
Emergency Comm. Spec. Supervisor	Full-Time	4.00
Emergency Services Specialist	Full-Time	1.00
Emergency Services Technician	Full-Time	1.00
GIS Analyst - E911 Services	Full-Time	1.00
Public Safety Systems Specialist	Full-Time	1.00
		<hr/>
		52.45

**Public Safety - Public Safety Grants**

Emergency Mgmt. Asst. Coordinator	Full-Time	1.00
Emergency Management Coordinator	Full-Time	1.00
Emergency Management Fiscal Planner	Full-Time	1.00
Emergency Mgmt. Office Associate	Contractual	0.63
Emergency Mgmt. Planning Associate	Full-Time	1.00
		<u>4.63</u>

**Public Safety Total** **57.08**

**Public Works****Public Works Administration**

Administrative Assistant <sup>11</sup>	Full-Time	1.75
Deputy Director <sup>12</sup>	Full-Time	2.00
Director <sup>13</sup>	Full-Time	0.70
Land Acquisition Specialist	Part-Time	0.50
Office Associate	Full-Time	1.00
Public Works Project Specialist <sup>14</sup>	Full-Time	0.65
		<u>6.60</u>

**Airport**

Administrative Assistant	Full-Time	1.00
Airport Manager	Full-Time	1.00
Deputy Director, Public Works <sup>12</sup>	Full-Time	0.33
Director, Public Works <sup>13</sup>	Full-Time	0.05
Maintenance Technician	Full-Time	1.00
Maintenance Worker	Contractual	0.50
Public Works Project Specialist <sup>14</sup>	Full-Time	0.00
		<u>3.88</u>

**Building Construction**

Bureau Chief	Full-Time	1.00
Project Manager	Full-Time	3.00
		<u>4.00</u>

**Engineering Administration**

Bureau Chief	Full-Time	1.00
Capital Improvement Specialist	Full-Time	1.00
GIS Analyst <sup>15</sup>	Full-Time	0.75
GIS Technician	Full-Time	1.00
Traffic Engineer	Full-Time	1.00
		<u>4.75</u>

**Engineering Construction Inspection**

Construction Inspector	Full-Time	5.00
Manager/Construction Inspection	Full-Time	1.00
		<u>6.00</u>

**Engineering Design**

Civil Engineer Manager	Full-Time	1.00
Engineering Technician	Full-Time	3.00
Project Engineer	Full-Time	1.00
		<u>5.00</u>

**Engineering Survey**

County Surveyor	Full-Time	1.00
GPS Technician	Full-Time	1.00
Survey Helper	Full-Time	1.00
Survey Party Chief	Full-Time	1.00
Surveying Instrument Operator	Full-Time	1.00
		<u>5.00</u>

**Facilities**

Administrative Assistant	Full-Time	2.00
Boiler Mechanic	Full-Time	1.00



Bureau Chief	Full-Time	1.00
Custodian	Full-Time	5.00
Electrician	Full-Time	3.00
Facilities Coordinator	Full-Time	1.00
Facilities Manager	Full-Time	2.00
Facilities Supervisor	Full-Time	5.00
HVAC Mechanic	Full-Time	5.00
Maintenance Technician	Full-Time	28.00
Master Plumber	Full-Time	1.00
Service/Maintenance	Contractual	1.00
Technical Support Coordinator	Full-Time	1.00
Trades Specialist	Full-Time	4.00
		<hr/>
		60.00
<b>Fleet Management</b>		
Bureau Chief	Full-Time	1.00
Fiscal Specialist	Full-Time	1.00
Fleet Specialist	Full-Time	1.00
Foreman	Full-Time	2.00
Information System Specialist	Full-Time	1.00
Mechanic	Full-Time	12.00
Office Technician	Full-Time	1.00
Parts Clerk	Full-Time	1.00
Service Worker	Full-Time	1.00
Service Writer	Full-Time	1.00
Warehouse Technician	Full-Time	1.00
		<hr/>
		23.00
<b>Permits and Inspections</b>		
Building Inspector	Full-Time	4.00
Bureau Chief	Full-Time	1.00
Chief Building Inspector	Full-Time	1.00
Chief Electrical Inspector	Full-Time	1.00
Chief Plumbing Inspector	Full-Time	1.00
Deputy Code Official	Full-Time	1.00
Electrical Inspector	Full-Time	2.00
Fire Inspector	Full-Time	1.00
Office Manager	Full-Time	1.00
Plans Examiner	Contractual	0.60
Plans Examiner	Full-Time	1.00
Plans/Permits Processors	Full-Time	7.00
Plumbing Inspector	Full-Time	2.00
		<hr/>
		23.60
<b>Roads Operations</b>		
Area Roads Chief	Full-Time	5.00
Bureau Chief	Full-Time	1.00
Equipment Mechanic/Tool Room Keeper	Full-Time	1.00
Equipment Operator	Full-Time	14.00
Foreman, Bridge Crew	Full-Time	1.00
Foreman, Roads	Full-Time	8.00
Foreman, Surface Crew	Full-Time	1.00
Foreman, Traffic Control	Full-Time	1.00
Lead Operator	Full-Time	10.00
Mower Operator	Contractual	2.40
Office Associate	Full-Time	1.00
Office Technician	Full-Time	2.00
Public Works Inspector	Full-Time	2.00
Roads Administrative Supervisor	Full-Time	1.00
Roads Maintenance Worker	Full-Time	12.00
Tree Trimming Inspector	Full-Time	1.00
Truck Driver	Full-Time	44.00

		<u>107.40</u>
<b>Solid Waste Management</b>		
Administrative Assistant <sup>11</sup>	Full-Time	0.25
Bureau Chief	Full-Time	1.00
Deputy Director, Public Works <sup>12</sup>	Full-Time	0.33
Director, Public Works <sup>13</sup>	Full-Time	0.05
Public Works Project Specialist <sup>14</sup>	Full-Time	<u>0.05</u>
		1.68
<b>Solid Waste, Northern Landfill</b>		
Foreman	Full-Time	2.00
Heavy Equipment Operator	Full-Time	1.00
Landfill Equipment Operator	Full-Time	5.00
Maintenance Technician	Full-Time	1.00
Office Associate	Full-Time	1.00
Solid Waste Manager	Full-Time	<u>1.00</u>
		11.00
<b>Solid Waste, Recycling Operations</b>		
Recycling Manager	Full-Time	<u>1.00</u>
		1.00
<b>Solid Waste Accounting Administration</b>		
Accountant <sup>16</sup>	Full-Time	0.50
Accounting Supervisor <sup>17</sup>	Full-Time	0.50
Weighmaster	Full-Time	<u>4.75</u>
		5.75
<b>Transit Administration</b>		
Director, Public Works <sup>13</sup>	Full-Time	0.10
Public Works Project Specialist <sup>14</sup>	Full-Time	<u>0.25</u>
		0.35
<b>Utilities Administration</b>		
Accountant <sup>16</sup>	Full-Time	0.50
Accounting Supervisor <sup>17</sup>	Full-Time	0.50
Accounting Technician	Full-Time	1.00
Administrative Assistant	Full-Time	1.00
Bureau Chief	Full-Time	1.00
Deputy Director, Public Works <sup>12</sup>	Full-Time	0.34
Director, Public Works <sup>13</sup>	Full-Time	0.05
GIS Analyst <sup>15</sup>	Full-Time	0.25
Office Associate	Full-Time	1.00
Public Works Project Specialist	Full-Time	0.05
Utilities Project Manager	Full-Time	1.00
Water and Sewer Engineer	Full-Time	<u>1.00</u>
		7.69
<b>Utilities, Board of Education Facilities</b>		
Apprentice Operator <sup>18</sup>	Full-Time	0.33
Maintenance Mechanic <sup>21</sup>	Full-Time	0.27
WWTP Assistant Superintendent <sup>19</sup>	Full-Time	0.20
WWTP Operator <sup>18</sup>	Full-Time	<u>0.33</u>
		1.13
<b>Utilities, Freedom Sewer</b>		
Apprentice Operator	Full-Time	3.00
Collection Assistant Superintendent	Full-Time	1.00
Collection Superintendent	Full-Time	1.00
Collection System Operator	Full-Time	1.00
Distribution Operator <sup>20</sup>	Full-Time	0.50
Maintenance Mechanic	Full-Time	<u>1.00</u>
		7.50

**Utilities, Freedom Water**

Distribution Apprentice Operator	Full-Time	2.00
Distribution Assistant Superintendant	Full-Time	1.00
Distribution Operator <sup>20</sup>	Full-Time	0.50
Distribution Superintendent	Full-Time	1.00
Intern	Contractual	0.15
Maintenance Mechanic	Full-Time	1.00
Plant Apprentice Operator	Full-Time	3.00
Plant Assistant Superintendent	Full-Time	2.00
Plant Superintendent	Full-Time	1.00
Water Treatment Plant Operator	Full-Time	3.00
		<hr/>
		14.65

**Utilities, Hampstead Sewer**

Apprentice Operator <sup>18</sup>	Full-Time	0.50
WWTP Assistant Superintendent <sup>19</sup>	Full-Time	0.70
Intern	Contractual	0.15
Maintenance Mechanic <sup>21</sup>	Full-Time	1.60
WWTP Operator <sup>18</sup>	Full-Time	0.50
Treatment Plant Supervisor	Full-Time	1.00
		<hr/>
		4.45

**Utilities, Other Water/Sewer**

Apprentice Operator <sup>18</sup>	Full-Time	0.17
Maintenance Mechanic <sup>21</sup>	Full-Time	0.13
WWTP Assistant Superintendent <sup>19</sup>	Full-Time	0.10
WWTP Operator <sup>18</sup>	Full-Time	0.17
		<hr/>
		0.57

**Public Works - Transit - Grants**

Transit Grants Manager	Full-Time	1.00
		<hr/>
		1.00

**Public Works Total****306.00****Recreation and Parks****Recreation and Parks Administration**

Administrative Assistant	Full-Time	1.00
Bureau Chief, Parks	Full-Time	1.00
Director	Full-Time	1.00
Marketing Specialist	Full-Time	1.00
Park Development Manager	Full-Time	1.00
		<hr/>
		5.00

**Hashawha**

Camp Director	Contractual	0.47
Cook	Full-Time	2.00
Cook Assistant	Part-Time	0.63
Food Service Supervisor	Full-Time	1.00
Maintenance Specialist	Full-Time	2.00
Paraprofessional	Contractual	0.63
Park Maintenance Supervisor	Full-Time	1.00
Park Naturalist	Full-Time	1.00
Park Operations Coordinator	Full-Time	1.00
Service/Maintenance	Contractual	0.50
		<hr/>
		10.23

**Piney Run**

Canoe/Kayak Assistant	Contractual	0.07
Canoe/Kayak Instructor	Contractual	0.07
Junior Camp Counselor	Contractual	0.94

Maintenance Specialist	Full-Time	2.00
Nature Camp Assistant Director	Contractual	0.19
Nature Camp Director	Contractual	0.24
Park Maintenance Supervisor	Full-Time	1.00
Park Naturalist	Full-Time	1.00
Park Superintendent	Full-Time	1.00
Park Technician	Full-Time	1.00
Senior Camp Counselor	Contractual	0.54
Service/Maintenance	Contractual	6.73
		<hr/>
		14.78

**Recreation**

Administrative Support	Contractual	2.62
Bureau Chief	Full-Time	1.00
Office Associate	Full-Time	1.00
Paraprofessional	Contractual	0.38
Program Associate <sup>22</sup>	Full-Time	0.50
Recreation Coordinator	Full-Time	2.00
		<hr/>
		7.50

**Sports Complex**

Maintenance Specialist	Full-Time	1.00
Manager	Full-Time	1.00
Service/Maintenance	Contractual	0.70
		<hr/>
		2.70

**Firearms Facility**

Chief Range Officer	Full-Time	1.00
Service/Maintenance	Contractual	2.00
		<hr/>
		3.00

**Recreation - Grants**

Program Associate <sup>22</sup>	Full-Time	0.50
		<hr/>
		0.50

**Total Recreation and Parks**

**43.71**

**Technology Services**

**Technology Services**

Administrative Assistant	Full-Time	1.00
Applications and Program Manager	Full-Time	1.00
Client Services Analyst	Full-Time	5.00
Computer Operations Technician	Full-Time	1.00
Computer Operator	Full-Time	1.00
Director	Full-Time	1.00
Enterprise GIS Analyst	Full-Time	1.00
Enterprise GIS Database Manager	Full-Time	1.00
Graphic Designer/Media Specialist	Full-Time	1.00
Help Desk Specialist	Full-Time	1.00
Information Tech. Services Specialist	Full-Time	1.00
Intern	Contractual	0.17
Network Analyst	Full-Time	2.00
Network Client Analyst	Full-Time	1.00
Network Manager	Full-Time	1.00
Network Security Manager	Full-Time	1.00
Network Server Engineer	Full-Time	1.00
Network Systems Engineer	Full-Time	1.00
Network Technician	Full-Time	1.00
Programmer	Full-Time	1.00
Programmer Analyst	Full-Time	1.00
Repair Technician	Full-Time	1.00
Senior Enterprise GIS Analyst	Full-Time	1.00

Senior Programmer Analyst	Full-Time	3.00
Special Projects Engineer	Full-Time	1.00
Systems and Client Service Manager	Full-Time	1.00
		<u>32.17</u>
<b>Production and Distribution Services</b>		
Distribution Technician	Full-Time	2.00
PDS Supervisor	Full-Time	1.00
		<u>3.00</u>
<b>Technology Services Total</b>		<b>35.17</b>
<b>Total Commissioner Employees</b>		<b>735.55</b>

<sup>1</sup> Salary and benefits for one Juvenile Magistrate are reimbursed by the State. Two Juvenile Magistrates are paid directly by the State and are not in the FTE numbers.

<sup>2</sup> 75% of a Records Unit Technician is grant funded and 25% is County funded.

<sup>3</sup> 40% of the Bureau Chief of Housing and Comm. Development is grant funded and 60% is County funded.

<sup>4</sup> 50% of the Housing Inspector is grant funded and 50% is County funded.

<sup>5</sup> 60% of the Office Associate is grant funded and 40% is County funded.

<sup>6</sup> 56% of the Fiscal Supervisor is grant funded and 44% is County funded.

<sup>7</sup> 90% of the Business Consultant is grant funded and 10% is County funded.

<sup>8</sup> 60% of the Administrative Assistant is County funded and 40% is paid through the Watershed Protection and Restoration Fund.

<sup>9</sup> 60% of the Director of Land and Resource Management is County funded and 40% is paid through the Watershed Protection and Restoration Fund.

<sup>10</sup> The salaries and benefits of the Bureau of Resource Management positions are split between the Bureau of Resource Management and the Watershed Protection and Restoration Fund.

<sup>11</sup> 75% of an Administrative Assistant is County funded, 25% is charged to Solid Waste Enterprise Fund.

<sup>12</sup> Three Public Works Deputy Directors are County funded. A Deputy Director is charged 34% to Utilities Enterprise Fund. A second Deputy Director is charged 33% to the Solid Waste Enterprise Fund and 33% to the Airport Enterprise Fund. The third is 100% allocated to the General Fund.

<sup>13</sup> 70% of the Director of Public Works is charged to Public Works Administration, 10% charged to Solid Waste Enterprise Fund, 5% to Utilities Enterprise Fund, 5% to the Airport Enterprise Fund, and 10% to Transit Administration.

<sup>14</sup> 65% of the Public Works Project Specialist is charged to Public Works Administration, 5% charged to Solid Waste Enterprise Fund, 5% to Utilities Enterprise Fund, and 25% to Transit Administration.

<sup>15</sup> 75% of the GIS Analyst is County funded and 25% is charged to Utilities Enterprise Fund.

<sup>16</sup> 50% of the Accountant is charged to Solid Waste Enterprise Fund and 50% to Utilities Enterprise Fund. The Comptroller oversees the accounting function.

<sup>17</sup> 50% of the Accounting Supervisor is charged to Solid Waste Enterprise Fund and 50% to Utilities Enterprise Fund. The Comptroller oversees the accounting function.

<sup>18</sup> 33% of the Apprentice Operator and Operator are charged to Board of Education Facilities, 17% to Other Water/Sewer, and 50% to Hampstead Sewer.

<sup>19</sup> 20% of the Assistant Superintendent is charged to Board of Education Facilities, 10% to Other Water/Sewer, and 70% to Hampstead Sewer.

<sup>20</sup> 50% of a Distribution Operator is charged to Freedom Water and 50% is charged to Freedom Sewer.

<sup>21</sup> 60% of a Maintenance Mechanic is charged to Hampstead Sewer, 27% to Board of Education Facilities, and 13% to Other Water/Sewer.

<sup>22</sup> 50% of the Program Associate is grant funded and 50% is County funded.

<sup>23</sup> 24% of a Judicial Assistant is charged to Child Support grant as an Administrative Assistant.



# *Glossary*





## GLOSSARY OF TERMS

**ADJUSTED BUDGET** The annual operating budget with up-to-date modifications resulting from operations of County agencies since the budget adoption.

**ANNUALIZE** Taking changes that occurred during the year and calculating their cost or savings for a full year for comparison purposes in the preparation of the annual budget.

**APPROPRIATION** The County's legal authorization to spend a specific amount of money for a particular purpose during a fiscal period.

**ASSESSABLE BASE** The total valuation placed on real and personal property, minus certain exemptions, by the State Department of Assessments and Taxation for the purposes of levying property taxes. The Board of County Commissioners determines the tax rate to be applied against the tax base to generate tax revenues to support the annual budget. Tax-exempt property is excluded from the assessable base.

**ASSESSED VALUATION** The valuation established for individual real estate or other property by the State for purposes of taxation.

**AUTHORIZED POSITION** An employee position approved by the Board of County Commissioners.

**BALANCED BUDGET** A budget in which total expenditures equal total revenues. By State law, the County's budget must be balanced.

**BOND** An investment-grade interest-bearing certificate of indebtedness sold by the County or another governmental agency to generate funds. The bond guarantees payment of the original investment plus interest by a specified date or dates in the future. Bonds typically involve long-term indebtedness to pay for capital projects.

**BOND RATING** Evaluation of the credit quality of bonds usually made by independent rating services. Ratings generally measure the probability of the timely repayment of principal and interest on municipal bonds. Before a bond issuance, rating agencies may require information on demographics, debt burden, economic base, finances and management structure. The information is evaluated and the bond issue is assigned a letter rating which reflects the credit worthiness of the bonds. The higher the credit rating, the more favorable the effect on the marketability of the bond.

**BONDED DEBT** The total amount owed by the County as a result of the sale of general obligation or other bonds guaranteed by the County Government.

**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. An example is the Bureau of Accounting within the Department of the Comptroller.

**CAPITAL FUND** Financial resources related to the acquisition or construction of major assets of the County.

**DEBT SERVICE** The annual payment of principal and interest on the County's bonded debt.

**DEPARTMENT** A County agency consisting of one or more bureaus or offices. Examples are the Department of Public Works and the Department of Management and Budget.

**EMPLOYEE TURNOVER** A term that refers to workers leaving a position and being replaced by new employees.

**ENTERPRISE FUND** A fund established to account for the financing of self-supporting services provided by the County government. The services generate revenues from fees, charges, and other receipts. Carroll County presently has six enterprise funds: Airport, Fiber Network, Firearms, Septage, Solid Waste, and Utilities.

**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. For example, a part-time employee working 20 hours per week would be equivalent to 0.5 of a full-time position, and a person working 40 hours per week would be equivalent to 1.0 full-time position. Positions in the Circuit Court are considered full time at 35 hours per week.

**FUND** A separate budget/accounting grouping with its own revenues and appropriations. The general fund, for example, covers most of the daily operations of the County agencies and is funded by a variety of taxes and other revenues.

**FUND BALANCES** These accounts serve as the function of the owner's equity account in for-profit entities. Available balances in these accounts are the cumulative result of actual revenues exceeding expenditures over time. Bond rating agencies use fund balance levels as a means of evaluating a government's ability to cover unanticipated shortfalls in revenue projections or emergency expenditures that arise during the year.

**GAAP** Generally Accepted Accounting Principles. A common set of accounting conventions, standards, and procedures followed when preparing financial statements.

**GASB 54** Governmental Accounting Standards Board Statement 54. Fund Balance Reporting and Governmental Fund Type Definitions establishes five categories for governmental funds reporting: non-spendable fund balance, restricted fund balance, committed fund balance, assigned fund balance and unassigned fund balance.

**GENERAL FUND** The primary operating fund of the County, used to account for all financial resources except those required to be accounted for in another fund.

**GENERAL GOVERNMENT** The function of government comprised of the central administrative offices, such as: Comptroller, Economic Development, Human Resources, Management and Budget, and County Commissioners.

**GENERAL OBLIGATION BONDS** Common type of municipal bond that is secured by a state or local government's pledge to use legally available resources, including tax revenues, to repay bond holders.

**GOALS** A broad statement of purpose that 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** Agencies, such as Sheriff's Office and State's Attorney's Office, that are funded by the County, but not under the direct control of the Board of County Commissioners.

**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.

**GRANT FUND** Accounts for revenues that are formally restricted by law for a particular purpose or have specific requirements associated with the eligible program costs.

**HOMESTEAD TAX CREDIT** This credit, set by the Commissioners, caps the amount taxes can increase on a primary residence at five percent per year. The credit equals the County's tax rate multiplied by the amount by which the current year's assessment on residential property exceeds five percent of the previous year's taxable assessment.

**IMPACT FEES** One-time charges assessed against new development that attempt to recover from the developer the capital cost of the additional public facilities of parks and schools 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.

**INDEPENDENT BOARDS/AGENCIES** Agencies of the County which are not subject to full County appropriation authority due to State Law (i.e., Carroll Community College, Carroll County Public Library, Health Departments, the Board of Education and the Carroll County Volunteer Emergency Services Association), or are State agencies or legally independent boards not directly responsible to the Board of County Commissioners.

**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 solid 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.

**MAINTENANCE OF EFFORT (MOE)** Refers to the State law requiring County governments to demonstrate that local funding remains constant from year to year. Each time a County government funds more than MOE, a new higher MOE is created.

**MUNICIPALITY** City or town incorporated for local self-government.

**OPERATING BUDGET** The annual budget that supports the day-to-day operations of County agencies.

**OPERATING IMPACTS** The costs associated with implementation of projects in the Capital Budget. Examples include utility, maintenance, and personnel costs.

**ORDINANCE** A regulation enacted by the government.

**OVERLAY (Roads)** Consists of milling and patching of failed areas and the application of hot mix asphalt over the existing road.

**PAYGO** A fiscal policy by which capital projects are funded with current revenue rather than long-term or bonded debt. In Carroll County, in addition to transfer to capital, other sources of current revenue are appropriated directly to the Capital Budget: Property Tax devoted to capital, Local Income Tax devoted to capital, fund balance appropriations, 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.

**PERSONNEL ALLOCATIONS** Portion of a position allocated to a budget or fund.

**PROJECT** An identified cost center within the County's accounting system. Costs are summarized as follows:

**PERSONNEL** The costs associated with the payment of County personnel. Included are salaries and wages, hourly, part-time, overtime, night differential, and seasonal employee expenses.

**BENEFITS** The costs for payroll taxes, pension, 401K, and Other Post Employment Benefits (OPEB).

**OPERATING** The non-labor, non-capital related costs associated with the day-to-day operations of County agencies. Included are expenses such as business conferences, contractual services, rents and utilities, and supplies and materials.

**CAPITAL** 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 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 applied to the property assessments to generate revenues in support of the local budget.

**RECORDATION** A fee calculated on the value of recorded mortgages, deeds, and other documents conveying title or creating liens on real and personal property.

**RESERVE FOR CONTINGENCIES** Funds budgeted to provide for unforeseen expenses or emergencies that arise during the fiscal year.

**RESOLUTION** Formal statement presented to Commissioners for decision.

**REVENUE IN EXCESS OF EXPENDITURES** Net earnings retained by an enterprise fund to be reinvested in its core business or to pay debt.

**REVENUE** Monies received by the County to provide services 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.

**SPECIAL REVENUE FUND** Captures dedicated revenues until they are appropriated for use in other funds in a given year. An example is the Hotel Rental Tax.

**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>AARP</b>	American Association of Retired Persons
<b>ADA</b>	Americans with Disabilities Act
<b>ADR</b>	Alternative Dispute Resolution
<b>ATR</b>	Advanced Tactical Rescue
<b>BERC</b>	Business Employment Resource Center
<b>BGE</b>	Baltimore Gas and Electric
<b>BMC</b>	Baltimore Metropolitan Council
<b>BOE</b>	Board of Education
<b>BOU</b>	Bureau of Utilities
<b>BRCPC</b>	Baltimore Regional Cooperative Purchasing Committee
<b>BSR</b>	Bridge Sufficiency Rating
<b>BWI</b>	Baltimore Washington International Airport
<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>CARES</b>	Coronavirus Aid, Relief, and Economic Security
<b>CC</b>	Carroll County
<b>CCAC</b>	Carroll County Arts Council
<b>CCAIC</b>	Carroll County Advocacy and Investigation Center
<b>CCFN</b>	Carroll County Fiber Network
<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>CELT</b>	Corrections Entrance Level Training
<b>CIP</b>	Community Investment Plan

<b>CISM</b>	Critical Incident Stress Management
<b>CMC</b>	Community Media Center
<b>COA</b>	Council on Accreditation
<b>CRC</b>	Cable Regulatory Commission
<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>DVUP</b>	Domestic Violence Unit Program
<b>ED</b>	Economic Development
<b>EMS</b>	Emergency Medical Services
<b>ENR</b>	Enhanced Nutrient Removal
<b>EOC</b>	Emergency Operations Center
<b>EPA</b>	Environmental Protection Agency
<b>EVOD</b>	Emergency Vehicle Operator Driver
<b>FBO</b>	Fixed Base Operator (Airport)
<b>FCS</b>	Family and Children's Services
<b>FCS, Inc.</b>	Flying Colors of Success, Inc.
<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>GED</b>	General Educational Development
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information Systems
<b>GO</b>	General Obligation
<b>HAZ-MAT</b>	Hazardous Materials

<b>HMO</b>	Health Maintenance Organization
<b>HPC</b>	Historic Preservation Commission
<b>HPP</b>	Homeless Prevention Program
<b>HSCC</b>	Historical Society of Carroll County
<b>HSP</b>	Human Services Programs
<b>HUD</b>	U.S. Department of Housing and Urban Development
<b>HVAC</b>	Heating, Ventilation, and Air Conditioning
<b>IPA</b>	Installment Purchase Agreements
<b>IRS</b>	Internal Revenue Service
<b>ISF</b>	Internal Service Fund
<b>IT</b>	Information Technology
<b>LAP</b>	Lethality Assessment Program
<b>LEED</b>	Leadership in Energy and Environmental Design
<b>LMB</b>	Local Management Board
<b>LOSAP</b>	Length of Service Award Program
<b>M</b>	Million
<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>MCIN</b>	Maryland Criminal Intelligence Network
<b>MD</b>	Maryland
<b>MDA</b>	Maryland Department of Agriculture
<b>MDT</b>	Mobile Data Terminals
<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>MRIS</b>	Metropolitan Regional Information Systems
<b>MSA</b>	Metropolitan Statistical Area
<b>MVOC</b>	Maryland Victims of Crime

<b>NIGP</b>	National Institute of Governmental Purchasing
<b>NPDES</b>	National Pollutant Discharge Elimination System
<b>OPEB</b>	Other Post Employment Benefits
<b>PAP</b>	Patient Assistance Programs
<b>PCI</b>	Patient Condition Index
<b>PCI</b>	Pavement Condition Index
<b>PDS</b>	Production and Distribution Services
<b>PEG</b>	Public, Education, and Government
<b>PELTP</b>	Police Entrance Level Training Program
<b>PILOT</b>	Payment in Lieu of Taxes
<b>POS</b>	Program Open Space
<b>RAP</b>	Rental Allowance Program
<b>RCIS</b>	Rape Crisis Intervention Services of Carroll County
<b>SAO</b>	State's Attorney's Office
<b>SCS</b>	Springboard Community Services
<b>SDAT</b>	State Department of Assessments and Taxation
<b>SRO</b>	School Resource Officer
<b>SSA</b>	Social Services Administration
<b>SSTAP</b>	Statewide Special Transportation Assistance Program
<b>TDP</b>	Transportation Development Plan
<b>TFCBT</b>	Trauma Focused Cognitive Behavior Therapy
<b>TFMC</b>	Training Facility Management Committee
<b>UME</b>	University of Maryland Extension
<b>UPWP</b>	Unified Planning Work Program
<b>VAWA</b>	Violence Against Women Act
<b>VCSP</b>	Volunteer Community Service Program
<b>VESA</b>	Volunteer Emergency Services Association
<b>WIOA</b>	Workforce Innovation and Opportunity Act
<b>WTP</b>	Water Treatment Plant
<b>WWTP</b>	Wastewater Treatment Plant

# *Index*



## Index

Access Carroll.....	216
Accounting.....	265
Acronyms Title Page.....	475
Acronyms.....	477
Administrative Hearings.....	314
Administrative Services.....	168
Ag Land Preservation Debt Service.....	333
Aging and Disabilities – Grants.....	411
Aging and Disabilities.....	211
Airport Community Investment Plan for FY 22 – FY 27.....	364
Airport Enterprise Fund Summary.....	365
Airport Enterprise Fund Title Page.....	363
Airport Operations.....	366
All Funds Budget.....	92
All Funds Revenue Summary.....	93
All Funds Sources – By Category.....	89
All Funds Uses – By Category.....	90
All Funds Uses – By Fund.....	91
Animal Control.....	180
Assessable Base.....	117
Attractions.....	19
Audio Video Production.....	315
Authorized Position History By Fund.....	448
Authorized Position List.....	452
Board of County Commissioners.....	3
Board of County Commissioners Title Page.....	1
Board of Education Facilities.....	400
Board of Elections.....	316
Board of License Commissioners.....	317
Bond Issuance Expense.....	266
Bridges Summary.....	355
Budget Message Title Page.....	5
Budget.....	301
Building Construction.....	189
Bureau of Utilities Administration.....	399
Business and Employment Resource Center – Grants.....	413
Business and Employment Resource Center.....	279
Cable Regulatory Commission.....	142
Capital Fund Revenues Chart.....	344
Capital Fund Revenues Pie Chart.....	345
Capital Fund Title Page.....	337
Capital Funds Appropriations Chart.....	348
Capital Funds Appropriations Pie Chart.....	349
Carroll Community College – Adult Basic Education.....	144
Carroll Community College – Entrepreneurship Program.....	144
Carroll Community College.....	143
Carroll County Advocacy and Investigation Center.....	169
Carroll County Budget Process.....	24

Carroll County Government Organizational Chart.....	26
Carroll County Public Library .....	146
Carroll County Public Schools Debt Service.....	138
Carroll County Public Schools Summary .....	135
Carroll County Public Schools.....	136
Carroll County Seal.....	18
Certified Law Officers Pension Trust Fund.....	433
Circuit Court – Grants.....	415
Circuit Court Magistrates.....	157
Circuit Court .....	156
Citizen Services – Non-Profits Summary .....	215
Citizen Services – Non-Profits Title Page .....	213
Citizen Services – State Summary .....	229
Citizen Services – State Title Page .....	227
Citizen Services Administration .....	210
Citizen Services Appropriations Title Page.....	203
Citizen Services Overall Summary .....	205
Citizen Services State – Grant .....	416
Citizen Services Summary .....	209
Citizen Services Title Page .....	207
Closed Landfills .....	388
Collections Office .....	267
Community Investment Plan for Fiscal Year 2022.....	351
Community Media Center.....	147
Comprehensive Planning – Grant .....	417
Comprehensive Planning Summary.....	259
Comprehensive Planning Title Page.....	257
Comprehensive Planning .....	260
Comptroller Administration.....	264
Comptroller Summary .....	263
Comptroller Title Page.....	261
Computation of Projected Legal Debt Margin.....	80
Conservation and Natural Resources Appropriations Title Page .....	321
Conservation and Natural Resources Summary .....	323
Conservation and Open Space Summary.....	353
Corrections.....	170
County Attorney Summary .....	273
County Attorney Title Page .....	271
County Attorney.....	274
County Commissioners.....	318
Courts Summary .....	155
Courts Title Page.....	153
Culture Summary .....	247
Culture Title Page .....	245
Debt Issued and Outstanding .....	77
Debt Management Title Page.....	71
Debt Management.....	73
Debt Service.....	332
Debt, Transfers, and Reserves Appropriations Title Page.....	329
Debt, Transfers, and Reserves Summary .....	331



Description and Structure of Funds .....	33
Development Review.....	293
Economic Development Administration.....	278
Economic Development Infrastructure and Investment .....	280
Economic Development Summary .....	277
Economic Development Title Page .....	275
Economic Factors.....	47
Education Other Appropriations Title Page.....	139
Education Other Summary.....	141
EMS 24/7 Services.....	181
Engineering Administration.....	190
Engineering Construction Inspection.....	191
Engineering Design.....	192
Engineering Survey.....	193
Enterprise Funds Title Page.....	361
Explanation of Fund Balance.....	83
Extension Office of Carroll County.....	324
Facilities.....	194
Farm Museum Endowment – Grant.....	418
Farm Museum .....	281
Fiber Network Community Investment Plan for FY 22 – FY 27 .....	373
Fiber Network Enterprise Fund Summary .....	371
Fiber Network Enterprise Fund Title Page .....	369
Fiber Network Operations.....	372
Financial and Demographic Data.....	42
Financial, Demographics and Economic Information and Policies Title Page .....	31
Fire/EMS Administration.....	182
Firearms Enterprise Fund Summary .....	377
Firearms Enterprise Fund Title Page .....	375
Firearms Operations.....	378
Fiscal Year 2022 Adopted Budget Summary .....	7
Fleet Management.....	195
Flying Colors of Success .....	220
Freedom Sewer .....	401
Freedom Water.....	402
Fringe Benefit Internal Service Fund.....	439
Fund Balance Title Page .....	81
FY 20 – FY 22 Capital Fund Appropriations .....	346
FY 20 – FY 22 Capital Fund Appropriations .....	347
FY 20 – FY 22 Capital Fund Revenues.....	343
FY 22 Program Summary by Function.....	410
General Fund Appropriations Title Page .....	105
General Fund Operating Revenues .....	118
General Fund Revenue Analysis.....	109
General Fund Sources – By Category.....	107
General Fund Uses – By Category.....	108
General Government Appropriations Title Page .....	251
General Government Other Summary .....	313
General Government Other Title Page .....	311
General Government Overall Summary .....	253

General Government Summary .....	357
General Information Title Page .....	13
Geography/Demographics of Carroll County Map.....	15
Glossary of Terms.....	469
Glossary Title Page.....	467
Grand Total Uses and Sources.....	358
Grant Fund Summary.....	409
Grant Fund Title Page.....	407
Grants Management.....	302
Gypsy Moth .....	325
Hampstead Sewer.....	403
Hashawha.....	241
Health and Fringe Benefits .....	287
Health Department.....	230
Historical Society of Carroll County .....	248
History.....	16
Homestead Museum.....	249
Housing and Community Development – Grants.....	419
How Carroll County Government Operates .....	23
Human Resources Administration .....	286
Human Resources Summary.....	285
Human Resources Title Page.....	283
Human Services Programs.....	221
Independent Post Audit.....	268
Index Title Page .....	481
Index .....	483
Interfund Transfers.....	335
Intergovernmental Transfers.....	334
Internal Service Funds Title Page.....	437
Land and Resource Management Administration.....	292
Land and Resource Management Summary .....	291
Land and Resource Management Title Page .....	289
Law Enforcement.....	171
Length of Service Award Program (LOSAP).....	434
Length of Service Award Program .....	183
Local Management Board – Grants .....	420
Long-Term Financial Policies .....	37
Management and Budget Administration.....	300
Management and Budget Summary.....	299
Management and Budget Title Page.....	297
Multi-Year Forecasting.....	125
Northern Landfill .....	389
Not in Carroll .....	319
OPEB, Pension Trust, and Special Revenue Funds Title Page.....	429
Operating Budget Revenues Pie Chart .....	122
Operating Impacts – General Fund CIP FY 22 – FY 27.....	359
Operating Plan FY 22 – FY 27 .....	128
Operating Plan Title Page.....	123
Ordinance – Annual Budget.....	50
Ordinance – Property Tax.....	68

Orphans Court.....	158
Other Planning Processes Links.....	27
Other Post Employment Benefits Trust Fund.....	431
Other Water/Sewer.....	404
Penn-Mar Human Services, Inc .....	218
Pension Trust Fund .....	432
Permits and Inspections .....	196
Personnel Services .....	288
Piney Run.....	242
Position Summary Title Page.....	445
Position Summary .....	447
Production and Distribution Services .....	309
Public Safety – Grants .....	421
Public Safety 911 Summary.....	163
Public Safety 911 Title Page.....	161
Public Safety 911 .....	164
Public Safety and Corrections Appropriations Title Page .....	149
Public Safety and Corrections Other Summary .....	179
Public Safety and Corrections Other Title Page .....	177
Public Safety and Corrections Summary .....	151
Public Schools Appropriations Title Page .....	133
Public Schools Summary .....	352
Public Works Administration .....	188
Public Works Appropriations Title Page .....	185
Public Works Summary .....	187
Purchasing.....	269
Quick Guide to the FY 22 – FY 27 Community Investment Plan.....	339
Quick Guide to the FY 22 Budget Title Page.....	99
Quick Guide to the FY 22 Budget .....	101
Rape Crisis Intervention Service .....	223
Reading a Typical Budget Page.....	29
Recovery Support Services.....	212
Recreation – Grants.....	422
Recreation and Culture Appropriations Title Page.....	233
Recreation and Culture Overall Summary .....	235
Recreation and Culture Summary.....	356
Recreation and Parks Administration .....	240
Recreation and Parks Summary .....	239
Recreation and Parks Title Page .....	237
Recreation .....	243
Recycling Operations.....	390
Reserve for Contingencies .....	336
Resource Management.....	294
Risk Management Auto Damage Internal Service Fund .....	440
Risk Management Insurance Deductible Internal Service Fund.....	441
Risk Management Liability Internal Service Fund.....	442
Risk Management Workers Compensation Internal Service Fund.....	443
Risk Management .....	303
Roads Operations.....	197
Roads Summary .....	354

Schedule of Changes in Fund Balance General Fund.....	86
Schedule of Changes in Fund Balance.....	85
Schedule of Changes in Net Assets for Proprietary Funds.....	84
Schedule of Debt Service Requirements on Direct County Debt.....	76
Schedule of Enterprise Funds Reappropriations.....	406
Schedule of Reappropriations.....	350
Septage Enterprise Fund Summary.....	381
Septage Enterprise Fund Title Page.....	379
Septage Facility.....	382
Sheppard Pratt.....	222
Sheriff's Office – Grants.....	423
Sheriff's Office Summary.....	167
Sheriff's Office Title Page.....	165
Six Year Operating Revenue Forecast.....	127
Social Services.....	231
Soil Conservation District.....	326
Solid Waste Accounting Administration.....	391
Solid Waste Community Investment Plan for FY 22 – FY 27.....	393
Solid Waste Enterprise Fund Summary.....	385
Solid Waste Fund Title Page.....	383
Solid Waste Management.....	387
Solid Waste Operating Summary by Function.....	386
Solid Waste Transfer Station.....	392
Special Revenue Fund.....	435
Sports Complex.....	244
Springboard Community Services.....	219
State's Attorney Summary.....	175
State's Attorney Title Page.....	173
State's Attorney's Office – Grants.....	425
State's Attorney's Office.....	176
Storm Emergencies.....	198
Target Community and Educational Services, Inc.....	224
Technology Services Summary.....	307
Technology Services Title Page.....	305
Technology Services.....	308
The Arc Carroll County.....	217
Today.....	17
Total Budget Summary Title Page.....	87
Tourism – Grants.....	426
Tourism.....	282
Traffic Control.....	199
Training Academy.....	172
Transit – Grants.....	427
Transit Administration.....	200
Utilities Community Investment Plan for FY 22 – FY 27.....	405
Utilities Enterprise Fund Summary.....	397
Utilities Enterprise Fund Title Page.....	395
Utilities Operating Summary by Function.....	398
Veteran Transit Services.....	201
Volunteer Community Service Program.....	159

Volunteer Emergency Services Association.....	184
Watershed Protection and Restoration Fund.....	436
Weed Control.....	327
Youth Services Bureau .....	225
Zoning Administration.....	295