

Carroll County Maryland



Department of Management & Budget

PROPOSED BUDGET

Operating Budget Fiscal Year 2019
Operating Plan Fiscal Years 2019-2024
And
Capital Budget Fiscal Years 2019-2024

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



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Carroll County Government

FY 19 Proposed 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	7
Fiscal Year 2019 Proposed Budget Summary	9

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.....	43
Economic Factors.....	48

Debt Management

Debt Management Title Page.....	51
Debt Management.....	53
Schedule of Debt Service Requirements on Direct County Debt.....	56
Debt Issued and Outstanding	57
Computation of Projected Legal Debt Margin.....	59

Fund Balance

Fund Balance Title Page	61
Explanation of Fund Balance.....	63

Total Budget Summary

Total Budget Summary Title Page.....	65
All Funds Sources – By Category.....	67
All Funds Uses – By Category.....	68
All Funds Uses – By Fund.....	69
All Funds Revenue Summary.....	70

Quick Guide to the FY 19 Budget

Quick Guide to the FY 19 Budget Title Page.....	75
Quick Guide to the FY 19 Budget.....	77

General Fund

General Fund Appropriations Title Page.....	83
General Fund Sources – By Category.....	85
General Fund Uses – By Category.....	86
General Fund Revenue Analysis.....	87
Assessable Base.....	95
General Fund Operating Revenues.....	96
Operating Budget Revenues Pie Chart.....	100

Operating Plan

Operating Plan Title Page.....	101
Six-Year Operating Revenue Forecast.....	103
Proposed Operating Plan FY 19 – FY 24.....	104

Public Schools

Public Schools Appropriations Title Page.....	107
Carroll County Public Schools Summary.....	109
Carroll County Public Schools.....	110
Carroll County Public Schools Debt Service.....	111

Education Other

Education Other Appropriations Title Page.....	113
Education Other Summary.....	115
Cable Regulatory Commission.....	116
Carroll Community College.....	117
Carroll Community College – Adult Education.....	118
Carroll Community College – Entrepreneurship Program.....	119
Carroll County Public Library.....	120
Community Media Center.....	121

Public Safety and Corrections

Public Safety and Corrections Appropriations Title Page.....	123
Public Safety and Corrections Summary.....	125
Courts Title Page.....	127
Courts Summary.....	129
Circuit Court.....	130
Circuit Court Magistrates.....	131

Orphan’s Court.....	132
Volunteer Community Service Program.....	133
Public Safety 911 Title Page.....	135
Public Safety 911 Summary.....	137
Public Safety 911	138
Sheriff’s Office Title Page	139
Sheriff’s Office Summary.....	141
Carroll County Advocacy and Investigation Center.....	142
Detention Center	143
Sheriff’s Office	144
State’s Attorney Title Page	145
State’s Attorney Summary	147
State’s Attorney’s Office	148
Public Safety and Corrections Other Title Page	149
Public Safety and Corrections Other Summary	151
Animal Control	152
EMS 24/7 Services.....	153
Length of Service Award Program	154
Volunteer Emergency Services Association.....	155
Volunteer Recruitment and Retention	156

Public Works

Public Works Appropriations Title Page	157
Public Works Summary	159
Public Works Administration	160
Building Construction.....	161
Engineering Administration.....	162
Engineering Construction Inspection.....	163
Engineering Design.....	164
Engineering Survey.....	165
Facilities.....	166
Fleet Management.....	167
Permits and Inspections	168
Roads Operations.....	169
Storm Emergencies	170
Traffic Control	171
Transit Administration	172
Veterans Transit Services	173

Citizen Services

Citizen Services Appropriations Title Page.....	175
Citizen Services Overall Summary	177
Citizen Services Title Page	179
Citizen Services Summary	181
Citizen Services Administration	182
Aging and Disabilities.....	183
Recovery Support Services	184
Citizen Services – Non-Profits Title Page	185
Citizen Services – Non-Profits Summary	187

Access Carroll.....	188
The Arc Carroll County	189
CHANGE, Inc.	190
Family and Children’s Services	191
Flying Colors of Success	192
Human Services Programs.....	193
Mosaic Community Services, Inc.	194
Rape Crisis Intervention Service	195
Target Community and Educational Services, Inc.	196
Youth Services Bureau	197
Citizen Services – State Title Page	199
Citizen Services – State Summary	201
Health Department	202
Social Services	203

Recreation and Culture

Recreation and Culture Appropriations Title Page.....	205
Recreation and Culture Overall Summary	207
Recreation and Parks Title Page	209
Recreation and Parks Summary	211
Recreation and Parks Administration	212
Hashawha.....	213
Piney Run.....	214
Recreation	215
Sports Complex.....	216
Culture Title Page	217
Culture Summary	219
Historical Society of Carroll County	220
Union Mills Homestead	221

General Government

General Government Appropriations Title Page	223
General Government Overall Summary	225
Comprehensive Planning Title Page.....	229
Comprehensive Planning Summary.....	231
Comprehensive Planning	232
Comptroller Title Page.....	233
Comptroller Summary	235
Comptroller Administration.....	236
Accounting.....	237
Bond Issuance Expense.....	238
Collections Office	239
Independent Post Audit.....	240
Purchasing.....	241
County Attorney Title Page	243
County Attorney Summary	245
County Attorney.....	246
Economic Development Title Page	247
Economic Development Summary	249

Economic Development Administration.....	250
Business and Employment Resource Center	251
Economic Development Infrastructure and Investment	252
Farm Museum	253
Tourism.....	254
Human Resources Title Page	255
Human Resources Summary.....	257
Human Resources Administration	258
Health and Fringe Benefits	259
Personnel Services	260
Land and Resource Management Title Page	261
Land and Resource Management Summary	263
Land and Resource Management Administration.....	264
Development Review.....	265
Resource Management.....	266
Zoning Administration.....	267
Management and Budget Title Page	269
Management and Budget Summary	271
Management and Budget Administration	272
Budget.....	273
Grants Management	274
Risk Management	275
Technology Services Title Page.....	277
Technology Services Summary	279
Technology Services.....	280
Production and Distribution Services	281
General Government Other Title Page	283
General Government Other Summary	285
Administrative Hearings	286
Audio Video Production	287
Board of Elections.....	288
Board of License Commissioners	289
County Commissioners.....	290
Not in Carroll	291

Conservation and Natural Resources

Conservation and Natural Resources Appropriations Title Page	293
Conservation and Natural Resources Summary	295
Extension Office of Carroll County.....	296
Gypsy Moth	297
Soil Conservation District.....	298
Weed Control.....	299

Debt, Transfers and Reserves

Debt, Transfers, and Reserves Appropriations Title Page.....	301
Debt, Transfers, and Reserves Summary	303
Debt Service.....	304
Ag Land Preservation Debt Service.....	305
Intergovernmental Transfers.....	306

Inter Fund Transfers.....	307
Reserve for Contingencies	308
Capital Fund	
Capital Fund Title Page	309
Quick Guide to the FY 18 – FY 23 Community Investment Plan.....	311
FY 16 – FY 19 Capital Fund Revenues	316
Capital Fund Revenues Chart	317
Capital Fund Revenues Pie Chart	318
FY 16 – FY 19 Capital Fund Appropriations	319
FY 16 – FY 19 Capital Fund Appropriations	320
Capital Funds Appropriations Chart	321
Capital Funds Appropriations Pie Chart.....	322
Schedule of Reappropriations	323
Community Investment Plan for Fiscal Year 2019.....	324
Public Schools Summary	325
Conservation and Open Space Summary.....	326
Roads Summary	327
Bridges Summary.....	328
Recreation and Parks Summary	329
General Government Summary	330
Grand Total Uses and Sources.....	331
Enterprise Funds	
Enterprise Funds Title Page	333
Airport Enterprise Fund	
Airport Enterprise Fund Title Page.....	335
Airport Enterprise Fund Summary.....	337
Airport Operations	338
Airport Community Investment Plan for FY 19 – FY 24.....	339
Fiber Network Enterprise Fund	
Fiber Network Enterprise Fund Title Page	341
Fiber Network Enterprise Fund Summary	343
Fiber Network Operations.....	344
Fiber Network Community Investment Plan for FY 19 – FY 24	345
Firearms Enterprise Fund	
Firearms Enterprise Fund Title Page	347
Firearms Enterprise Fund Summary	349
Firearms Operations.....	350
Septage Enterprise Fund	
Septage Enterprise Fund Title Page.....	351
Septage Enterprise Fund Summary.....	353
Septage Facility.....	354

Solid Waste Enterprise Fund

Solid Waste Fund Title Page.....	355
Solid Waste Enterprise Fund Summary	357
Solid Waste Operating Summary by Function	358
Solid Waste Management	359
Closed Landfills	360
Northern Landfill	361
Recycling Operations.....	362
Solid Waste Accounting Administration	363
Solid Waste Transfer Station	364
Solid Waste Community Investment Plan for FY 19 – FY 24.....	365

Utilities Enterprise Fund

Utilities Enterprise Fund Title Page.....	367
Utilities Enterprise Fund Summary	369
Utilities Operating Summary by Function.....	370
Bureau of Utilities Administration.....	371
Board of Education Facilities.....	372
Freedom Sewer	373
Freedom Water.....	374
Hampstead Sewer.....	375
Other Water/Sewer.....	376
Utilities Community Investment Plan for FY 19 – FY 24.....	377
Schedule of Enterprise Funds Reappropriations.....	378

Grant Fund

Grant Fund Title Page.....	379
Grant Fund Summary.....	381
FY 19 Program Summary by Function.....	382
Aging and Disabilities – Grants.....	383
Business and Employment Resource Center – Grants.....	385
Carroll Community College – Grant.....	386
Circuit Court – Grants.....	387
Citizen Services Other – Grant	388
Comprehensive Planning – Grant	389
Farm Museum Endowment – Grant.....	390
Housing and Community Development – Grants.....	391
Local Management Board – Grants	392
Public Safety – Grants	393
Recreation – Grants.....	394
Sheriff’s Office – Grants.....	395
State’s Attorney’s Office – Grants.....	397
Tourism – Grants	398
Transit – Grants.....	399

OPEB, Pension Trust, and Special Revenue Funds

OPEB, Pension Trust, and Special Revenue Funds Title Page.....	401
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Other Post Employment Benefits Trust Fund.....	403
Pension Trust Fund.....	404
Certified Law Officers Pension Trust Fund.....	405
Length of Service Award Program (LOSAP).....	406
Special Revenue Fund.....	407
Watershed Protection and Restoration Fund.....	408

Internal Service Funds

Internal Service Funds Title Page.....	409
Fringe Benefit Internal Service Fund.....	411
Risk Management Auto Damage Internal Service Fund.....	412
Risk Management Insurance Deductible Internal Service Fund.....	413
Risk Management Liability Internal Service Fund.....	414
Risk Management Workers Compensation Internal Service Fund.....	415

Authorized Position Summary

Position Summary Title Page.....	417
Position Summary.....	419
Authorized Position History By Fund.....	420
Authorized Positions.....	423
Authorized Position List.....	424

Glossary and Acronyms

Glossary Title Page.....	439
Glossary of Terms.....	441
Acronyms Title Page.....	447
Acronyms.....	449

Index

Index Title Page.....	453
Index.....	455

Board of County Commissioners

Board of County Commissioners



*Dennis E. Frazier
President
District 3*



*Stephen A. Wantz
Vice President
District 1*



*C. Richard Weaver
Secretary
District 2*



*Richard S. Rothschild
District 4*



*J. Douglas Howard
District 5*

Appointed Officials

*Roberta Windham
County Administrator*

*Robert M. Burk
Comptroller*

*Timothy C. Burke
County Attorney*

*Scott R. Campbell
Director of Public Safety*

*Jeffrey D. Castonguay
Director of Public Works*

*Jeff R. Degitz
Director of Recreation and Parks*

*Thomas S. Devilbiss
Director of Land and Resource Management*

*Lynda D. Eisenberg
Acting Director of Comprehensive Planning*

*Kimberly L. Frock
Director of Human Resources*

*Christine C. Kay
Director of Citizen Services*

*John T. Lyburn
Director of Economic Development*

*Mark E. Ripper
Director of Technology Services*

*Ted Zaleski, III
Director of Management and Budget*

60th Board of Carroll County Commissioners

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

Board Presents Ten Governing Principles:

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

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

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

Budget Message

Fiscal Year 2019 Proposed Budget Summary

The Great Recession – gone, but STILL not forgotten

It seems as if the recession would be old news by now, but we are still feeling its impact through what seems to be a fundamentally changed fiscal situation. Thoughts of returning to ‘normal’ have long since been abandoned. Property Tax, the County’s largest revenue, is growing, but modestly. Based on FY 17 - 19 reassessments and projected new construction, revenue is projected to grow 2.6% followed by five years of approximately 3% annual growth. Income Tax distributions have been volatile in recent years in part due to taxpayer behavior associated with anticipated and actual Federal tax changes, adding uncertainty to near-term growth levels. Unemployment is low, but wage growth has been modest. Carroll’s Operating Budget has averaged just 1.5% annual growth since FY 09, though it has been 2.6% over the last 3 years.

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 \$568.7M, a decrease of \$8.6M, or 1.5%, from FY 18. There are changes to every fund, but the decrease is driven primarily by a one-time FY 18 capital project of \$38.0M in the Airport Enterprise Fund for the Runway Extension. The Capital Fund increases \$22.6M from FY 18 primarily due to an expansion and renovation of Carroll County Public School’s Career and Technology facility and a new building for the State’s Attorney operation.

The Operating Budget

The FY 19 Operating Budget is \$411.1M, an \$11.1M, or 2.8%, increase over FY 18. The increase in ongoing revenue is driven by growth in the County’s two largest revenues, Property Tax and Income Tax.

Limited revenue growth and the absorption of unfunded State mandates limits the opportunity to improve services, and sometimes to maintain services. Adopting a budget requires a series of choices between competing needs and priorities. Commissioner decisions in the FY 19 Budget and FY 19 - 24 Operating Plan include:

- \$2.0M additional funding in FY 19 to Carroll County Public Schools (CCPS)
- \$2.0M in ongoing and \$1.5M one-time funding for twenty School Resource Officers, ten each in FY 19 and FY 20
- \$1.0M additional funding for salary increases for the Sheriff’s Office
- \$0.5M of one-time funding to the Volunteer Emergency Services Association to replace Self-Contained Breathing Apparatus at three volunteer fire companies
- \$0.4M additional ongoing funding to help fund salary increases at Carroll Community College, and \$20,000 ongoing for home and private school student dual-enrollment tuition discounts

- \$0.4M one-time funding to Carroll County Public Library for technology funding and \$25,000 ongoing to offset the impact of State minimum wage legislation
- \$0.3M ongoing for Not in Carroll, a comprehensive initiative to combat drug abuse and provide additional resources for drug prevention, treatment, prosecution, and enforcement
- \$0.1M ongoing for the addition of a Drug Court Prosecutor position in the State’s Attorney’s Office
- \$64,846 one-time for Boys and Girls Club of Westminster for phone, paging, and security equipment for their new building
- \$24,667 one-time to The Arc of Carroll County for matching funds for two vehicle purchases
- \$15,500 ongoing to change the funding increase in FY 19 from 1% to 3% for The Arc of Carroll County, CHANGE, Inc., and Target Community and Educational Services
- \$12,500 one-time to Rape Crisis Intervention Service to replace a server
- \$5,000 one-time to Union Mills Homestead for a mobile tannery exhibit
- \$5,000 one-time to the Historical Society for traveling trunk and interpretive garden projects

In addition to the decisions made in the Operating Budget, the Commissioners included \$17.0M for a new State’s Attorney’s Office building in the FY 19 - 24 Community Investment Plan. This project is funded with reappropriations from the North Carroll High School Renovation project (\$6.0M), the Winchester Building Renovation project (\$6.0M), the Army Reserve Building (\$1.0M), and with a planned \$4.0M from CCPS for the purchase of the Winchester Building.

Balancing the Plan

Although some one-time and short-term funding was used to balance FY 19 - 22, it is important to note that it was done within context of our balanced Operating Plan. Few jurisdictions build multi-year budget plans that are balanced for all years. Carroll County uses a six-year operating plan to capture future year impacts and the sustainability of current year actions. The Board of County Commissioners made the decisions necessary to balance all years in the FY 19 - 24 Plan. Below are the bottom lines of the FY 19 - 24 Operating Plan.

Millions	FY 19	FY 20	FY 21	FY 22	FY 23	FY 24
Revenues	\$411.1	\$419.9	\$434.6	\$450.4	\$465.7	\$483.5
Expenditures	411.1	419.9	434.6	450.1	465.4	482.6
Balance	\$0.0	\$0.0	\$0.0	\$0.3	\$0.3	\$0.9
Balance as a % of Budget	0.0%	0.1%	0.2%	0.1%	0.5%	0.9%

County Highlights

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

- Carroll County Public Schools continues to be among the most highly ranked systems in the highly ranked State of Maryland

- Carroll County Public Library continues to have one of the highest circulation rates per capita in the State
- Significant business and employment developments are progressing, creating the potential for high-quality job opportunities
- More than 70,300 acres are under permanent easement in our Agricultural Land Preservation programs, supporting agribusiness and maintaining our rural heritage while avoiding the costs of services and infrastructure to serve residential development
- Carroll continues to be highly rated by the credit rating agencies with two AAA and one AA+ rating. We continue to see strong demand for our bonds

Stay Informed

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

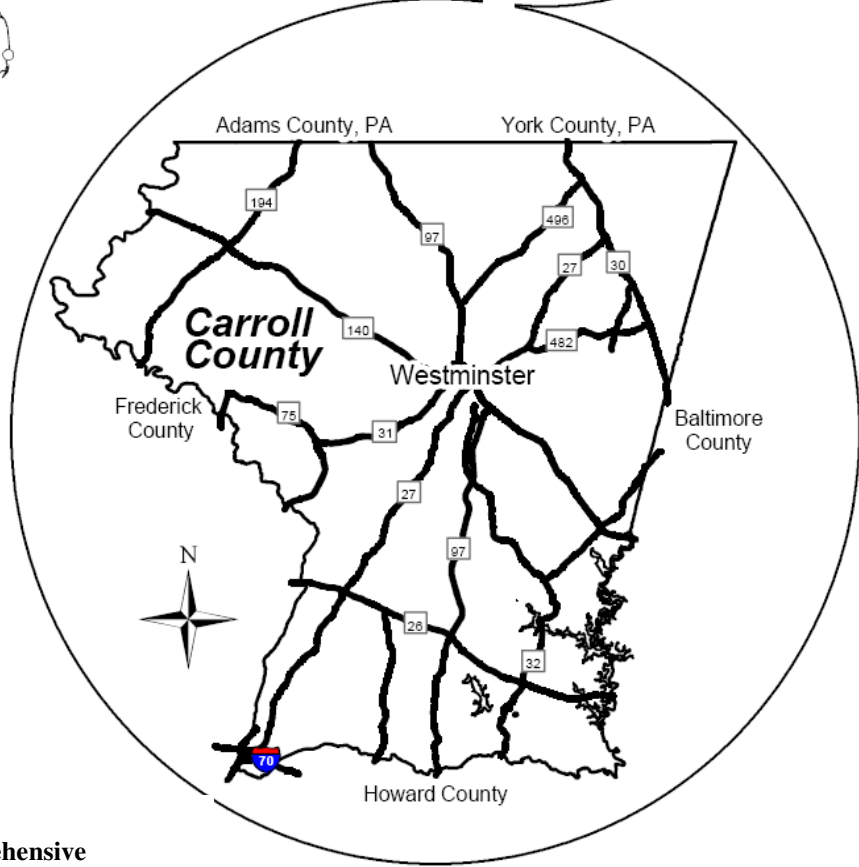
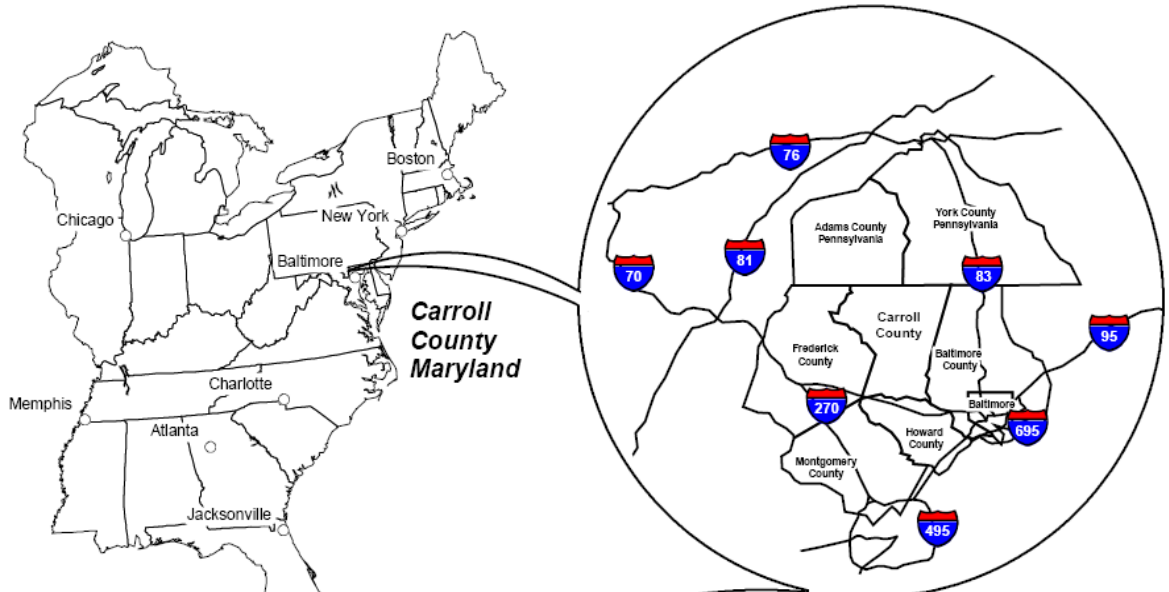
- Cable Channel 24 broadcasts
- A video archive of public meetings on the website
- A website with an abundance of information, including the detail of the Budget
- Automatic emails to provide updates on website changes
- Regular community meetings
- A Commissioner radio report broadcast live on WTTR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

All of the FY 19 budget sessions, from the first Budget Overview to the release of the Proposed Budget, were open to the public and appeared on the local government channel. These videos remain available on the County website. Thank you for your interest in the Commissioners' budget.

Ted Zaleski, Director
Management and Budget

General Information

Geography/Demographics of Carroll County, Maryland



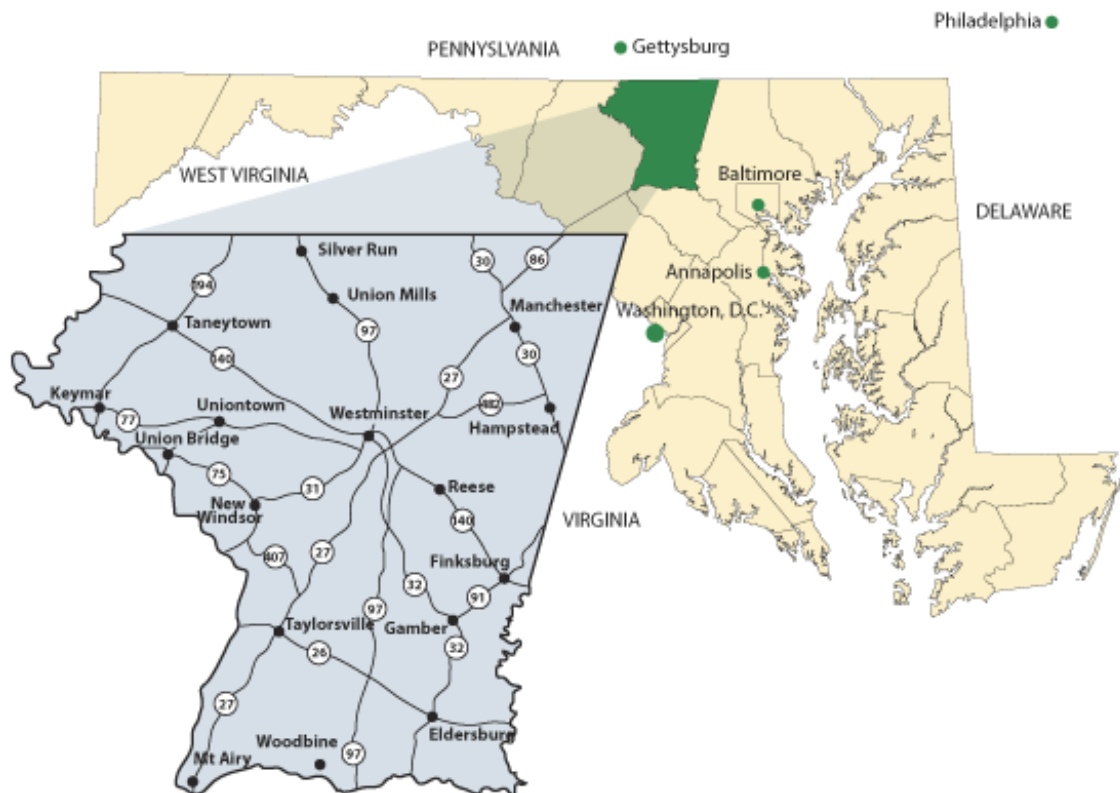
As of March 2018

Population:	174,183
Households:	62,849
Square Miles:	452
Persons Per Sq. Mile	385

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

History

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



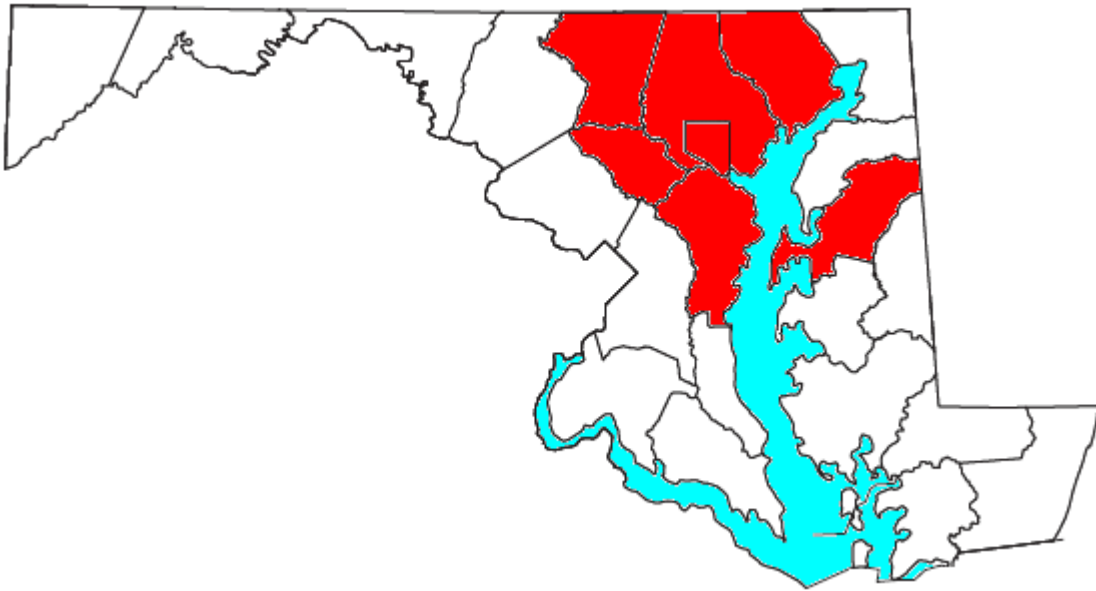
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Today

Carroll County is bordered on the north by the Mason-Dixon Line. The Patapsco River forms the southern border and Liberty Reservoir forms part of the eastern border. Carroll County is bordered on the west by the Monocacy River and Sams Creek. Carroll has eight incorporated municipalities: 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, 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.



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The Carroll County Seal

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



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Attractions

Carroll County Farm Museum

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



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

<http://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, as well as provides office and meeting space with ADA accessible bathrooms and a lift. The third floor also houses storage for educational and programmatic materials.

The 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 at a cost of \$530.50. 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:

<http://www.sykesville.net/2153/Historic-Colored-Schoolhouse>



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Sykesville Gate House Museum of History

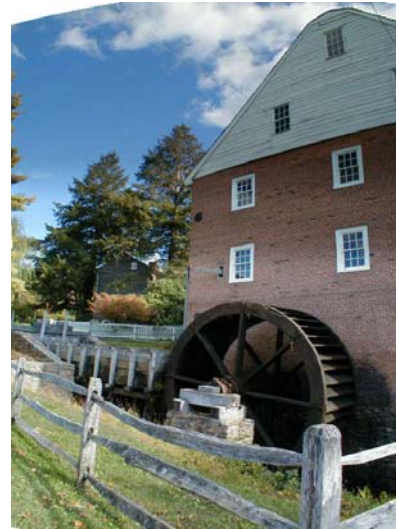


The Sykesville Gate House Museum strives to interpret the abundant history of the Town of Sykesville and its surrounding communities through its collections, exhibits, and special events. Historic home and architectural enthusiasts may opt to take the guided tour of the building's other purpose, the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

refer to: <http://www.sykesville.net/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, 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.



Carroll County

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

Carroll Arts Center

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



Piney Run Park



Piney Run Park, opened in 1974, features a 300-acre lake as its centerpiece and provides multiple recreational activities such as fishing, boating, boat rentals, and park-sponsored fishing tournaments. The lake is surrounded by 550 acres of fields, forest, and open spaces containing over 5 miles of hiking trails, tennis courts, playgrounds, a climbing rock, picnic tables, and comfort stations. The Piney Run Nature Center, Yurt, and six pavilions, available to rent during open season, are accessed from Martz Road. For more information on Piney Run Park, refer to:

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

Hashawha Environmental Center

Hashawha Environmental Center is located 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 is located next to Hashawha Environmental Center. This facility provides nature study and environmental education to all visitors. For more information, refer to:

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



Carroll County

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

How Carroll County Government Operates

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

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

Among the Commissioners' duties are: establishing policy, adopting 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 each agency submits its requests and after a public hearing has been conducted. The budget ordinance must be adopted before June 1.

Federal and State funds contribute a percentage of the cost of education, social services, Health 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 revenues from water/sewer user fees, town taxes (rates are set by the councils under State guidelines), and fees for miscellaneous permits and assessments.

The Budget Process

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

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

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 by September.

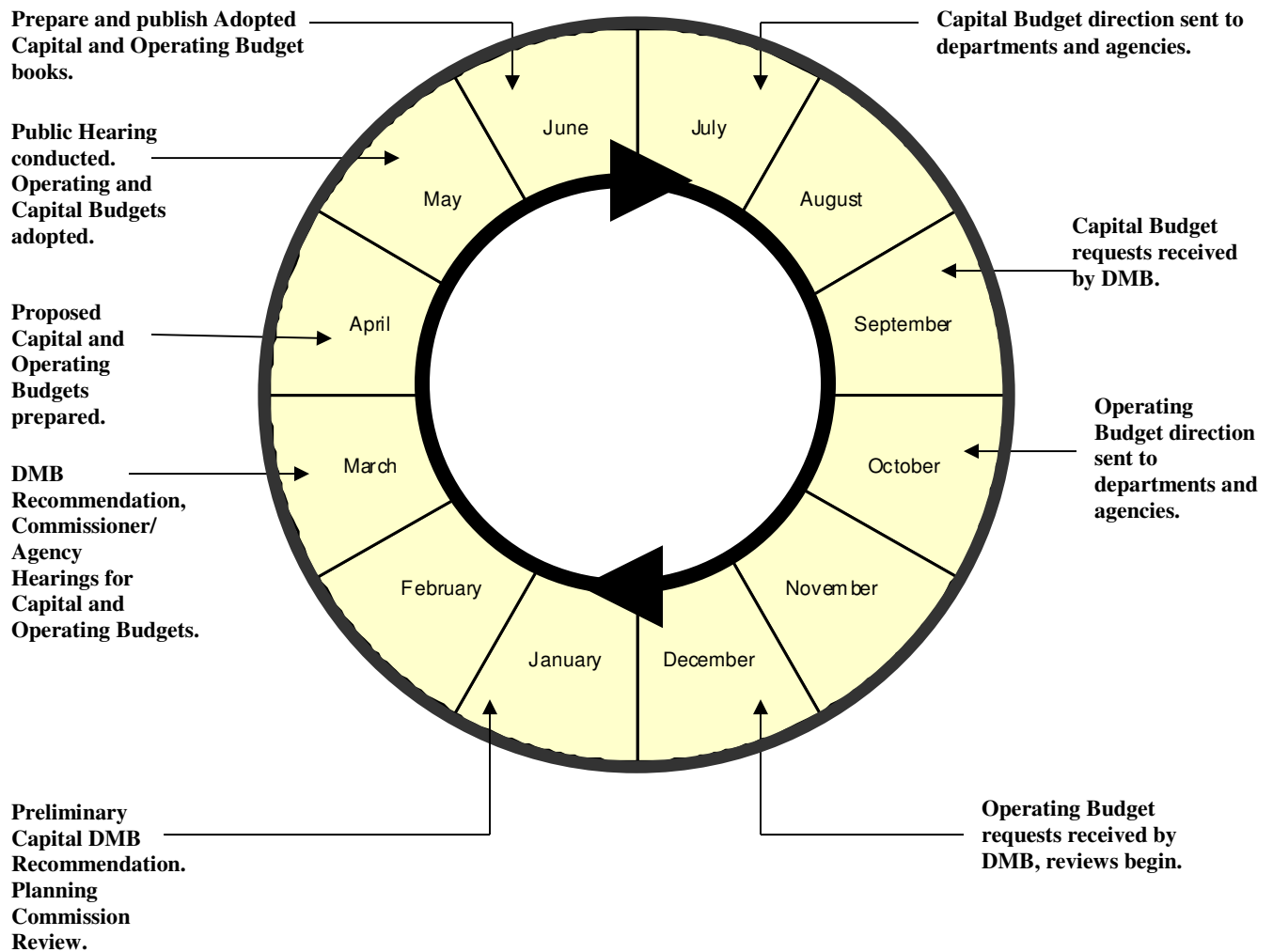
The Department of Management and Budget then prepares the Preliminary Recommended Capital Budget for the ensuing fiscal year and the next five fiscal years to present to the Planning and Zoning Commission for review and recommendation. The Commissioners, with the assistance of the Budget office, consider 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 30th, the County Commissioners announce their Proposed Budget for public review and discussion. A public hearing is held in May on the Proposed Budget along with the current tax levy. A 10-day waiting period is held for public comment.

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

The Budget Process

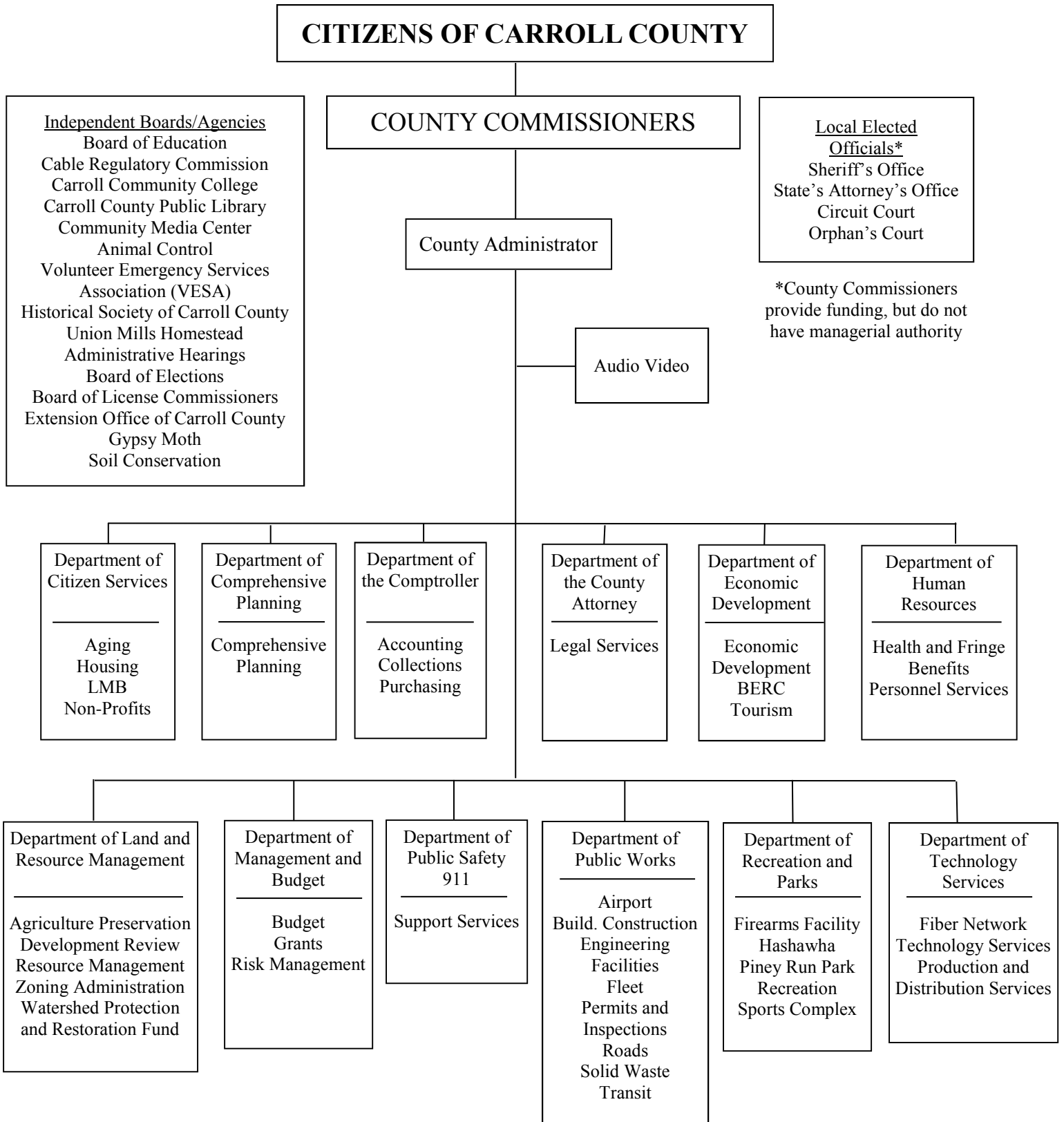
The following diagram illustrates the budget phases which span the fiscal year that begins July 1.



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

CARROLL COUNTY GOVERNMENT

Organizational Chart



Other Planning Processes Links

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

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

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

Below are links to County websites for planning processes:

Adopted 2014 Carroll County Master Plan

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

Carroll County Water and Sewer Master (MDE Approved)

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

Water and Sewer Master Plan – Amendments

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

Water Resources Element

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

Freedom Community Comprehensive Plan

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

Hampstead Community Comprehensive Plan

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

Manchester and Environs Comprehensive Plan

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

Mount Airy Environs Community Comprehensive Plan

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

New Windsor Community Comprehensive Plan

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

Westminster Environs Community Comprehensive Plan

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

Finksburg Corridor Plan

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

Taneytown Community Comprehensive Plan

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

Union Bridge Community Comprehensive Plan

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

2012 Land Preservation, Parks & Recreation Plan

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

Hazard Mitigation

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

Emergency Operations Plan

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

Ten Year Solid Waste Management Plan

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

Reading a Typical Budget Page

Previous year actual expenditures

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

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

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

CCAIC

Shows budget by type of expenditure

Shows budget without payroll taxes, pension, and OPEB 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%
Total	\$175,182	\$153,660	\$147,850	\$157,390	2.43%	6.45%
Total Without Bene fits	\$112,134	\$122,880	\$117,490	\$126,550	2.99%	7.71%
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
Total	\$197,390

Significant changes from the prior year budget

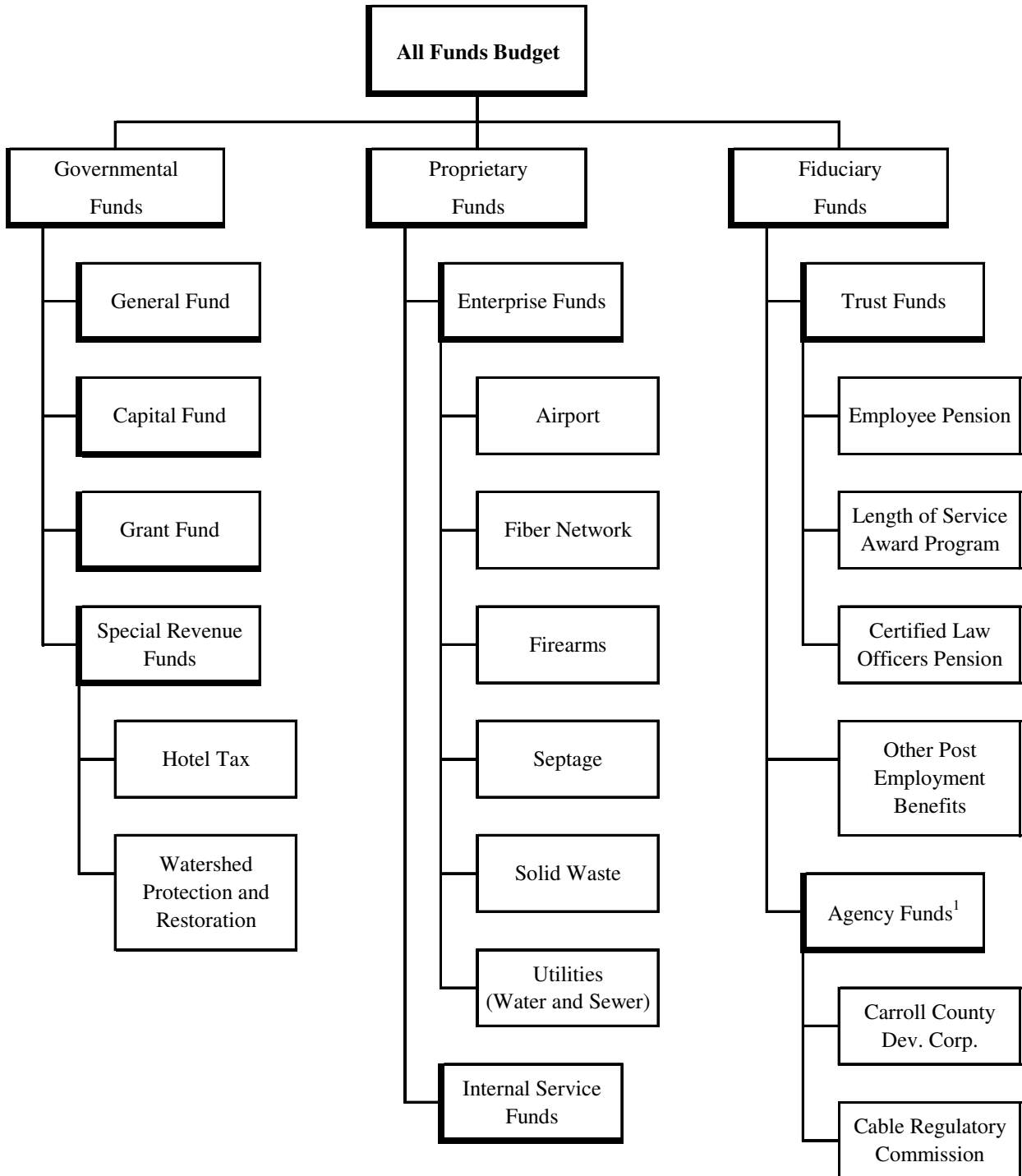
The budget document presents the Operating Budget for each department in a standardized format. The typical budget page describes the functions and goals of the organization, actual and planned expenditures over a three-year period, and major highlights and changes in the new budget.

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

*Financial, Demographic and Economic
Information and Policies*

Description and Structure of Funds

Carroll County Fund Structure



¹All 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 (80-90%) of the total revenue. Expenditures for public schools, general government, public safety, roads, bridges, parks, library, and community college account for most of the annually appropriated budgets.

The ***Capital 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 useful lives longer than one year.

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

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 permit. A portion of Property Tax revenue is dedicated to the fund on an annual basis.

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.

Proprietary Funds are used to account for operations that are financed and operated in a manner similar to private business enterprises, where the intent of the governing body is

that the cost of providing goods or services on a continuing basis be financed or recovered primarily through user charges.

Carroll uses the following *Proprietary Funds*:

Enterprise Funds:

The ***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, concession 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.

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

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

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

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

Multi-Year Financial Forecasting

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

Monthly Financial Reporting

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

Budget Appropriation Transfers

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

Capital Budget

- One-Time Revenues

Historically, one percent of budgeted revenues from the current year are considered as ongoing funding for the projected budget two years out. Any remaining fund balance will be considered as one-time funding.
- Paygo Capital Funding

The County commits approximately 3% of Property Tax as paygo funding in the CIP. Other paygo funding includes: Income Tax Revenue, Property Tax Revenue, Impact Fees, and Agricultural Transfer Tax Funding.
- Operating Impacts of Capital Projects

No capital project request is considered without an estimated operating impact. Operating impacts are integrated into the Operating Plan after being developed and refined with the assistance of the Department of Management and Budget.

Investment Management

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

Fund Balance Reserve

Governmental funds report the difference between their assets and liabilities as fund balance. In February 2009, The Governmental Accounting Standards Board (GASB) issued Statement No. 54, *Fund Balance Reporting and Governmental Fund Type Definitions*. This GASB standard 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.

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

Stabilization Arrangement Policy Resolution

- **Purpose:** It is in the best interest of the citizens of Carroll County that a portion of the General Fund balance be set aside in a Stabilization Arrangement in order to provide a reserve against certain specified conditions. These 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 percent of the upcoming fiscal year Adopted General Fund Budget.

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

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

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

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

Requests for appropriations from the Stabilization Arrangement 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.

Fund Balance History

(in millions)	FY 13	FY 14	FY 15	FY 16	FY 17	FY 18
Budget	\$361.7	\$367.1	\$368.8	\$380.0	\$388.4	\$400.0
Current Year Fund Balance (unassigned)	\$16.2	\$5.3	\$6.7	\$10.4	\$10.3	\$10.3
Prior Year Fund Balance (unassigned)	-	\$1.6	\$0.7	\$0.4	\$4.2	\$0.7M
% of Budget	4.48%	1.88%	2.01%	2.84%	3.73%	2.75%

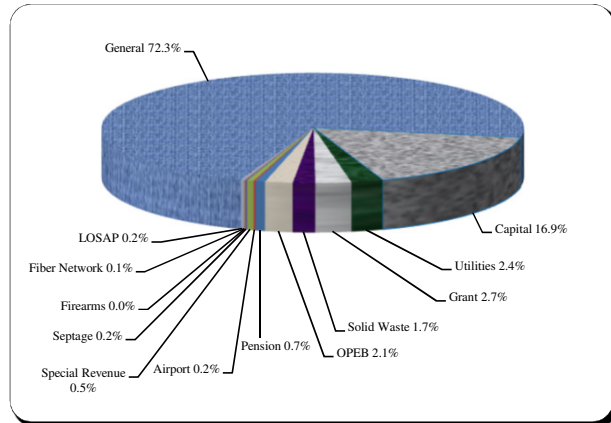
Revenue

- 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 by a comprehensive, objective, and analytical process.
- Each existing and potential revenue source is budgeted on an annual basis.
- The County provides revenue estimates for the following five years for both its Operating and Community Investment Plans.

Financial and Demographic Data

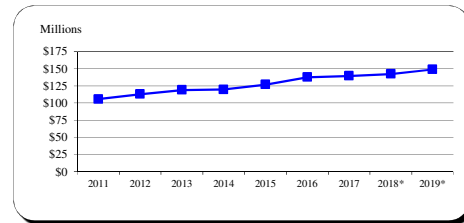
FY 19 Budget By Fund

Fund Type	FY 19	% of Total
General	\$411,096,050	72.3%
Capital	95,896,749	16.9%
Utilities	13,845,520	2.4%
Grant	15,487,562	2.7%
Solid Waste	9,636,070	1.7%
OPEB	11,970,450	2.1%
Pension	4,074,750	0.7%
Airport	994,350	0.2%
Special Revenue	2,784,230	0.5%
Septage	985,000	0.2%
Firearms	214,450	0.0%
Fiber Network	421,700	0.1%
LOSAP	1,282,000	0.2%
Total	\$568,688,881	100.0%



Income Tax Collected - Operating

Year	Taxes Collected	% Change
2011	105,610,792	-4.3%
2012	112,881,085	6.9%
2013	118,759,789	5.2%
2014	119,575,545	0.7%
2015	126,688,154	5.9%
2016	137,512,883	8.5%
2017	139,476,252	1.4%
2018*	142,200,000	2.0%
2019*	148,847,211	4.7%

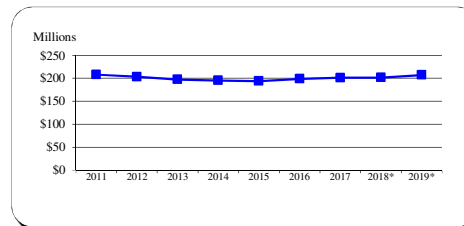


Tax rate is currently 3.03%. The Board of County Commissioners lowered the rate of 3.04% to 3.03% effective January 1, 2015.

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

Total Local Property Tax Collected

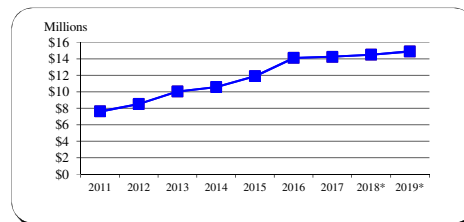
Year	Taxes Collected	% Change
2011	208,296,512	3.4%
2012	203,601,066	-2.3%
2013	197,727,477	-2.9%
2014	195,528,915	-1.1%
2015	194,029,688	-0.8%
2016	199,281,166	2.7%
2017	201,438,220	1.1%
2018*	201,763,310	0.2%
2019*	207,371,492	2.8%



The tax rate decreased from \$1.048 to \$1.028 for Real Property and from \$2.62 to \$2.57 for Personal Property in FY 12. The tax rate decreased to \$1.018 for Real Property and \$2.545 for Personal Property in FY 13. In FY 14, the Personal Property tax rate decreased to \$2.515. Source: FY 17 Carroll County CAFR, Table 4: 6 Year Operating Revenue

Recordation Tax Collected

Year	Base	% Change
2011	7,612,907	-0.7%
2012	8,520,674	11.9%
2013	10,021,395	17.6%
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*	14,500,000	1.8%
2019*	14,900,000	2.8%



Source: FY 17 Carroll County CAFR, Table 4: 6 Year Operating Revenue

* Indicates budgeted amount

Financial and Demographic Data

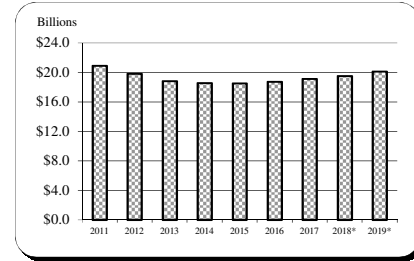
Assessable Base - Real and Personal Property

Year	Base	% Change
2011	20,907,114,686	-5.3%
2012	19,829,611,572	-5.2%
2013	18,808,823,173	-5.1%
2014	18,549,381,425	-1.4%
2015	18,495,548,665	-0.3%
2016	18,733,020,866	1.3%
2017	19,098,609,701	2.0%
2018*	19,516,579,000	2.2%
2019*	20,122,357,000	3.1%

All years are expressed at 100% of assessed value.

Sources: FY 10 - FY 17 Carroll County CAFR, Table 6

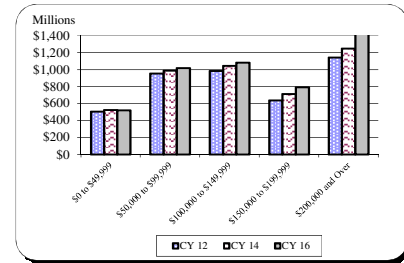
FY 18 - FY 19 Maryland State Department of Assessment and Taxation March 2018 Update



Net Taxable Income

Income Range	CY 12	CY 14	CY 16
\$0 to \$49,999	\$504,668,381	\$522,162,169	\$520,423,055
\$50,000 to \$99,999	952,519,093	985,787,690	1,017,896,116
\$100,000 to \$149,999	983,536,421	1,042,452,581	1,079,249,194
\$150,000 to \$199,999	635,495,497	712,442,833	790,863,349
\$200,000 and Over	1,142,444,172	1,247,358,619	1,457,039,100

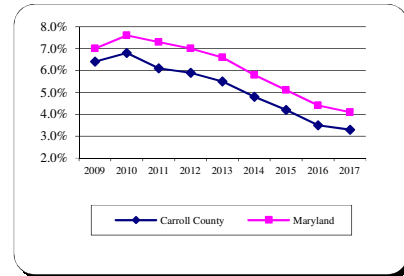
Source: Comptroller of Maryland Income Tax Summary Reports 2012-2016



Average Annual Unemployment Rates

Year	Carroll County	Maryland
2009	6.4%	7.0%
2010	6.8%	7.6%
2011	6.1%	7.3%
2012	5.9%	7.0%
2013	5.5%	6.6%
2014	4.8%	5.8%
2015	4.2%	5.1%
2016	3.5%	4.4%
2017	3.3%	4.1%

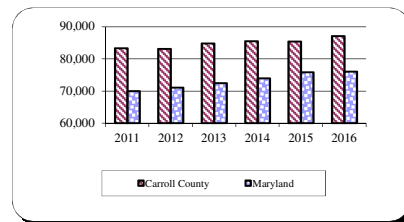
Source: MD Department of Labor, Licensing and Regulation



Median Household Income

Year	Carroll County	Maryland
2011	83,325	70,004
2012	83,155	71,122
2013	84,790	72,483
2014	85,532	73,971
2015	85,385	75,847
2016	87,060	76,067

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



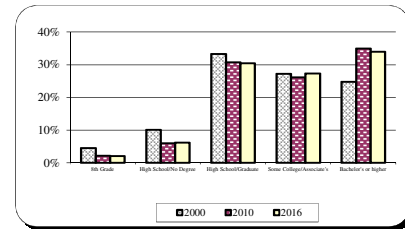
* Indicates budgeted amount

Financial and Demographic Data

Educational Attainment

Population 25+ years	2000	2010	2016
8th Grade	4.6%	2.2%	2.1%
High School/No Degree	10.1%	6.0%	6.2%
High School/Graduate	33.3%	30.8%	30.4%
Some College/Associate's	27.2%	26.1%	27.3%
Bachelor's or higher	24.8%	34.9%	34.0%

Sources: US Census Bureau - 2000, 2010 Census
US Census Bureau - 2016 American Community Survey



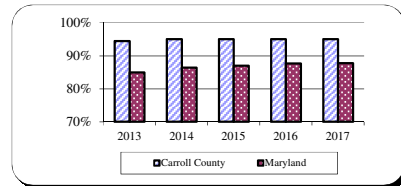
Graduation Rates

Year	Carroll County	Maryland
2013	94.4%	85.0%
2014	95.0%	86.4%
2015	95.0%	87.0%
2016	95.0%	87.6%
2017	95.0%	87.7%

Source: 2017 Maryland Report Card

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

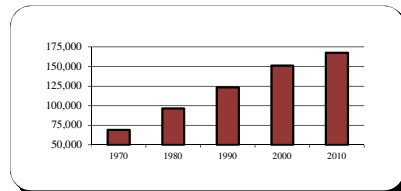
95% in a category indicates > 95 and corresponding counts have been suppressed.



Population

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

Source: US Census Bureau

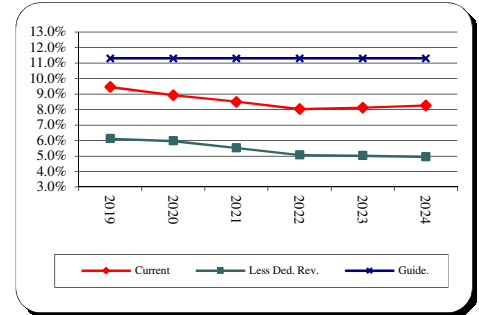


* Indicates budgeted amount

Financial and Demographic Data

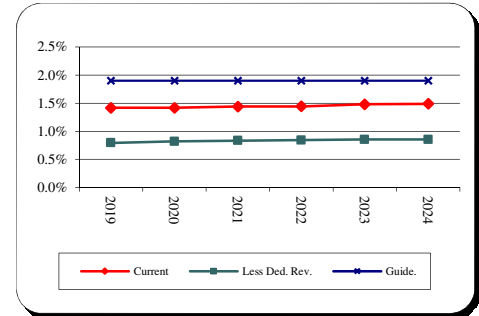
General Fund Debt Service/General Fund Revenue

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Revenue and Supported D/S</u>	<u>County Guideline</u>
2019	9.4%	6.1%	11.3%
2020	8.9%	6.0%	11.3%
2021	8.5%	5.5%	11.3%
2022	8.0%	5.1%	11.3%
2023	8.1%	5.0%	11.3%
2024	8.3%	4.9%	11.3%



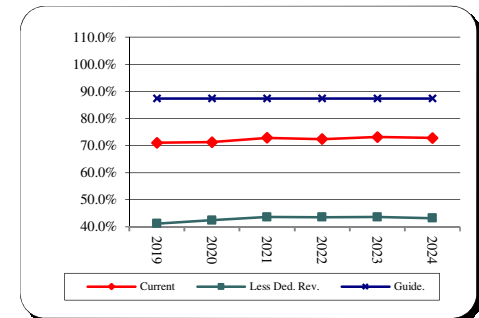
General Fund Debt/Assessable Base

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Revenue and Supported Debt</u>	<u>County Guideline</u>
2019	1.42%	0.79%	1.90%
2020	1.42%	0.82%	1.90%
2021	1.44%	0.84%	1.90%
2022	1.44%	0.84%	1.90%
2023	1.48%	0.85%	1.90%
2024	1.49%	0.85%	1.90%



General Fund Debt/General Fund Revenue

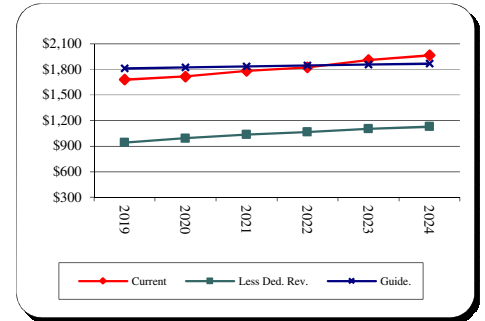
<u>Fiscal Year</u>	<u>Current Position</u>	<u>Revenue and Supported Debt</u>	<u>County Guideline</u>
2019	71.1%	41.3%	87.4%
2020	71.3%	42.5%	87.4%
2021	72.9%	43.7%	87.4%
2022	72.4%	43.6%	87.4%
2023	73.2%	43.7%	87.4%
2024	72.8%	43.3%	87.4%



Financial and Demographic Data

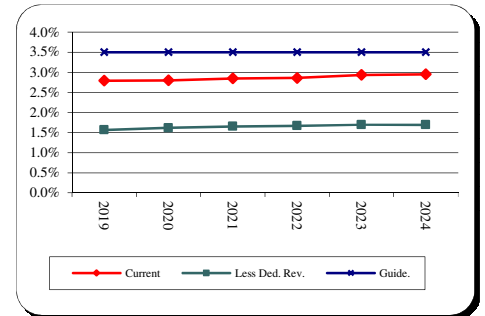
General Fund Debt/Capita

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Revenue and Supported Debt</u>	<u>County Guideline</u>
2019	1,680	940	1,811
2020	1,717	992	1,822
2021	1,781	1,034	1,834
2022	1,823	1,064	1,845
2023	1,912	1,104	1,856
2024	1,965	1,127	1,868



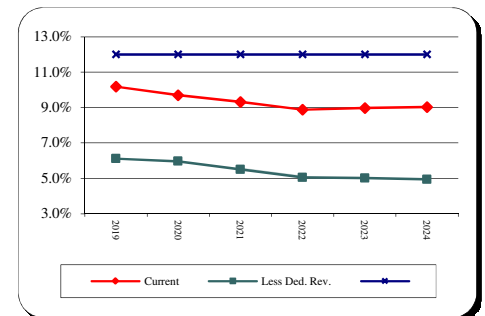
General Fund Debt/Personal Income

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Revenue and Supported Debt</u>	<u>County Guideline</u>
2019	2.8%	1.6%	3.5%
2020	2.8%	1.6%	3.5%
2021	2.8%	1.7%	3.5%
2022	2.9%	1.7%	3.5%
2023	2.9%	1.7%	3.5%
2024	3.0%	1.7%	3.5%



Total Debt Service/General Fund Revenue

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Less Ded. Rev. Revenue and Supported DS</u>	<u>County Guideline</u>
2019	10.2%	6.1%	12.0%
2020	9.7%	6.0%	12.0%
2021	9.3%	5.5%	12.0%
2022	8.9%	5.1%	12.0%
2023	9.0%	5.0%	12.0%
2024	9.0%	4.9%	12.0%



Economic Factors

Related Industrial, Employment, and Labor Figures

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

Business and Industry Composition Carroll County, Maryland 2016

<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.....	49	1.1	433	0.7
Construction.....	842	18.4	5,964	10.3
Manufacturing.....	130	2.8	3,751	6.5
Trade, Transportation, and Utilities.....	869	19.0	11,926	20.6
Information.....	44	1.0	272	0.5
Financial Activities.....	348	7.6	1,547	2.7
Professional and Business Services.....	929	20.3	6,873	11.9
Education and Health Services.....	497	10.9	9,806	17.0
Leisure and Hospitality.....	340	7.4	6,815	11.8
Other Services.....	436	9.5	2,247	3.9
Local Government.....	65	1.4	6,611	11.4
State Government.....	11	0.2	1,239	2.1
Federal Government.....	19	0.4	299	0.5
Total.....	<u>4,580</u>	<u>100.0%</u>	<u>57,783</u>	<u>100.0%</u>

* Totals may not add due to rounding.

Source: Maryland Department of Labor, Licensing, and Regulation, Office of Workforce Information and Performance, "Workforce Information & Performance, 2016 Annual Average."

Listed below alphabetically are the 10 largest employers in Carroll County in 2017:

<u>Firm</u>	<u>Product/Service</u>
Carroll Community College	Higher education (Public)
Carroll County Board of Education*	Elementary and secondary education
Carroll County Commissioners**	Local government central office
Carroll Hospital Center	General hospital
English American Tailoring	Clothing Manufacturing
Evapco	Cooling equipment manufacturer
Fairhaven (Episcopal Ministries)	Life care retirement community
McDaniel College	Higher education
Penguin Random House	Book warehousing and distribution
Springfield Hospital Center	Mental health services

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

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

Source: Carroll County Department of Economic 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>2017</u>	<u>2016</u>	<u>2015</u>	<u>2014</u>	<u>2013</u>
Anne Arundel County.....	3.5%	3.7%	4.4%	5.1%	5.7%
Baltimore City.....	5.9	6.3	7.6	8.6	9.7
Baltimore County.....	4.2	4.5	5.3	6.1	6.9
Carroll County.....	3.3	3.5	4.2	4.8	5.5
Harford County.....	3.8	4.1	4.9	5.7	6.5
Howard County.....	3.1	3.2	3.8	4.3	4.8
Queen Anne's County.....	3.6	3.8	4.5	5.1	5.9
State of Maryland.....	4.1	4.4	5.1	5.8	6.6
United States.....	4.4	4.9	5.3	6.2	7.4

Sources: Maryland Department of Labor, Licensing, and Regulation, , Office of Workforce Information and Performance, U.S. Department 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>2014</u>	<u>2016</u>	<u>% Increase</u>
Anne Arundel County.....	\$58,726	\$62,404	6.3%
Baltimore City.....	43,191	47,040	8.9
Baltimore County.....	53,224	56,273	5.7
Carroll County.....	53,910	57,687	7.0
Harford County.....	50,753	54,232	6.9
Howard County.....	68,209	71,869	5.4
Queen Anne's County.....	54,669	57,948	6.0
State of Maryland.....	54,063	58,052	7.4

Source: Maryland Department of Planning, Planning Data Services, from U.S. Bureau of Economic Analysis, Local Area Personal Income: 2016.

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>Percent Change From Previous Year</u>	
	<u>Carroll</u>	<u>State</u>	<u>Carroll</u>	<u>State</u>
2016.....	\$9,671,608	\$349,266,576	2.6%	3.6%
2015.....	9,425,378	337,212,412	4.3	4.5
2014.....	8,928,631	322,608,872	4.0	3.3
2013.....	8,290,487	312,369,522	0.8	-0.6
2012.....	8,246,823	314,159,795	2.7	3.2
2011.....	7,893,434	304,387,669	4.8	5.4
2010.....	7,515,709	288,737,386	2.4	3.2
2009.....	7,424,010	279,900,870	0.1	-0.4

Commuting Patterns

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

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

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

Education

Survey results of the number of high school students in Baltimore MSA area and the State of Maryland, as a whole, who graduated in 2017 as a percentage of their ninth grade enrollment, four grades earlier, are presented below:

Anne Arundel County.....	88.5%
Baltimore City.....	70.7
Baltimore County.....	89.0
Carroll County.....	95.0
Harford County.....	88.9
Howard County.....	92.3
Queen Anne's County.....	95.0
State of Maryland.....	87.7

Source: Maryland Report Card 2017 Performance Report. 4-Year Adjusted Cohort. Maryland State Department of Education

Debt Management

Debt Management

Capital Expenditures vs. Current Expenditures

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

Paying for Capital Assets

There are two general approaches to paying for capital assets: paygo, or using current resources to pay as the expenditure occurs, and debt financing, 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 new taxpayers in future years. Debt financing commits the County to a long-term obligation and increases the cost of the funding, but allows timely filling of needs and spreads the cost of an asset over a larger number of taxpayers who will benefit from its use. To benefit from the advantages of each of these approaches, Carroll County uses a mix of paygo and debt funding in the Capital Budget.

Bonds

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

General obligation bonds are used when the capital project is beneficial to the community. Examples would be expenditures for law enforcement, fire protection, education, 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, 2017, 69.0% of long-term debt owed by the County will be retired within ten years and 40.6% will be retired in five years. No Consolidated Public Improvement Bonds were issued in November 2017.

Rating Agencies

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

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

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

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

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

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

Ratings are initially made before issuance and are continuously reviewed and amended as necessary to reflect change in the issuer's credit position. According to the rating agencies, Carroll County demonstrates very strong credit worthiness. Moody's has assigned Carroll County a rating of **Aa1**, Standard & Poor's **AAA**, and Fitch **AAA**. These high ratings allow Carroll County to lower interest rates on capital projects financed with long-term debt issues. The County's goal is to maintain or improve our current bond ratings in order to minimize borrowing costs.

Sale of Bonds

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

The financial advisor helps the issuer design the bond issue in terms of maturity dates, maturity amounts, and calls provisions; prepares the official statement; selects an appropriate time to mark the issue; and 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 various investors.

Debt Affordability

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

Debt affordability measures a number of criteria such as total debt to assessable base, and debt service to General Fund revenue, and compares the projected ratios to guideline ratios. The model takes into account potential changes in revenue and interest. The model distinguishes between direct debt (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, 2018.

Schedule of Debt Service Requirements (1)

Fiscal Year Ending June 30	G.O. Bonds (2)		Watershed Bonds		Notes, Capital Leases, and Other Debt		General Obligation Debt			Total General Fund			Enterprise Funds			Grand Total Debt Service (1)
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	
2019	\$25,045,935	\$9,794,643	\$603,505	\$376,069	\$316,017	\$126,594	\$1,201,211	\$1,818,826	\$27,166,668	\$12,116,132	\$39,282,800	\$1,746,175	\$489,680	\$1,746,175	\$2,235,855	\$41,518,655
2020	23,624,964	7,912,155	598,790	348,901	336,498	114,513	-	1,746,753	24,560,252	10,122,322	34,682,574	1,784,826	408,377	1,784,826	2,193,203	36,875,777
2021	20,552,031	6,930,866	602,340	321,476	391,244	101,461	-	1,746,753	21,545,615	9,100,556	30,646,171	1,494,575	327,933	1,494,575	1,822,508	32,468,679
2022	17,050,661	6,061,007	605,218	293,594	344,966	91,064	246,000	1,746,753	18,246,845	8,192,418	26,439,263	1,436,831	263,544	1,436,831	1,700,375	28,139,638
2023	16,148,952	5,295,235	609,263	265,538	391,972	82,329	680,930	1,715,308	17,831,117	7,358,410	25,189,527	1,326,984	178,590	1,326,984	1,505,574	26,695,101
2024	15,362,630	4,567,705	610,822	235,600	401,975	73,026	1,006,624	1,694,994	17,382,051	6,571,325	23,953,376	700,303	134,268	700,303	834,571	24,787,947
2025	13,449,472	3,915,415	577,789	207,193	411,505	63,496	2,179,934	1,585,027	16,618,700	5,771,131	22,389,831	513,515	82,973	513,515	596,488	22,986,319
2026	13,791,033	3,553,192	580,305	183,086	421,261	53,740	1,346,000	1,516,802	16,138,599	5,106,820	21,245,419	537,648	60,918	537,648	598,566	21,843,985
2027	14,051,946	2,819,696	583,123	161,405	431,248	43,752	2,584,000	1,469,915	17,650,317	4,494,768	22,145,085	559,793	41,873	559,793	601,666	22,746,751
2028	14,407,510	2,269,840	586,156	141,162	441,472	33,528	-	1,332,935	15,435,138	3,777,465	19,212,603	582,103	21,909	582,103	604,012	19,816,615
2029	14,777,160	1,695,827	588,900	120,807	451,938	23,062	107,290	1,332,935	15,925,288	3,172,631	19,097,919	605,649	1,150	605,649	606,799	19,704,718
2030	10,978,081	1,163,276	592,217	100,230	462,653	12,347	4,662,430	1,251,807	16,695,381	2,527,660	19,223,041	127,385	3,708	127,385	131,093	19,354,134
2031	7,216,832	787,084	538,660	80,837	235,424	2,077	13,115,500	878,826	21,106,416	1,748,824	22,855,240	2,771	68	2,771	2,839	22,858,079
2032	5,918,883	545,883	531,117	62,874	-	-	-	295,866	6,450,000	904,623	7,354,623	-	-	-	-	7,354,623
2033	4,638,927	362,722	501,073	45,572	-	-	445,320	284,176	5,585,320	692,470	6,277,790	-	-	-	-	6,277,790
2034	3,614,402	221,390	50,597	29,563	-	-	3,475,344	272,487	7,540,343	523,440	8,063,783	-	-	-	-	8,063,783
2035	2,452,895	118,649	52,105	16,239	-	-	-	90,031	2,805,000	224,919	3,029,919	-	-	-	-	3,029,919
2036	1,809,860	48,766	45,140	6,446	-	-	473,924	77,590	2,528,924	132,802	2,661,726	-	-	-	-	2,661,726
2037	621,580	9,324	78,420	1,176	-	-	1,303,000	32,575	2,003,000	43,075	2,046,075	-	-	-	-	2,046,075
Total	\$225,513,754	\$57,872,675	9,835,540	2,997,768	5,038,173	\$820,989	\$32,827,507	\$20,890,359	\$273,214,974	\$82,581,791	\$355,796,765	\$11,418,558	\$2,014,991	\$13,433,549	\$369,230,314	

(1) Totals may not add due to rounding.

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

(a) Promissory Notes.....	\$0
(b) Capital Lease Agreements.....	\$5,038,173

Source: Carroll County Department of the Comptroller.

**Projected Statement of Direct and Enterprise Fund Bonded
Debt Issued and Outstanding
As of June 30, 2018 ⁽¹⁾**

Direct Bonded Debt	Principal Date of Issue	Issued	Outstanding
Volunteer Fire Dept. Project Bonds	11/01/03	2,100,000	175,000
Volunteer Fire Dept Project Bonds	09/22/04	2,065,000	352,019
Volunteer Fire Dept Project Bonds	12/01/05	2,900,000	570,000
Consolidated Public Improvement & Refunding	11/13/07	27,100,000	2,020,000
Consolidated Public Improvement	11/13/08	72,088,000	4,172,328
Consolidated Public Improvement & Refunding-Series A	11/12/09	30,931,089	5,443,878
Consolidated Public Improvement Series B	11/12/09	33,577,761	33,577,759
Consolidated Public Improvement Refunding Series A	10/21/10	12,480,329	0
Consolidated Public Improvement Refunding Fire Company Series B	10/21/10	2,210,000	0
Consolidated Public Improvement Series D	10/21/10	19,649,128	14,809,195
Consolidated Public Improvements and Refunding	11/10/11	28,623,957	17,797,563
Consolidated Public Improvement and Refunding	11/08/12	37,680,345	27,486,059
Consolidated Public Improvement	11/14/13	26,000,000	20,645,000
Taxable Pension Refunding Bonds	12/23/13	4,524,000	1,753,000
Consolidated Public Improvement and Refunding	11/13/14	67,576,682	57,620,123
Consolidated Public Improvement and Refunding	11/19/15	34,015,081	31,125,083
Consolidated Public Improvement and Refunding	11/10/16	20,138,285	17,297,135
Installment Purchase Agreements:			
Installment Purchase Agreements Issued Fiscal Year 2002	7/1/01-6/30/02	396,000	396,000
Installment Purchase Agreements Issued Fiscal Year 2003	7/1/02-6/30/03	530,930	530,930
Installment Purchase Agreements Issued Fiscal Year 2004	7/1/03-6/30/04	100,000	100,000
Installment Purchase Agreements Issued Fiscal Year 2005	7/1/04-6/30/05	2,179,934	2,179,934
Installment Purchase Agreements Issued Fiscal Year 2006	7/1/05-6/30/06	1,346,000	1,346,000
Installment Purchase Agreements Issued Fiscal Year 2007	7/1/06-6/30/07	2,584,000	2,584,000
Installment Purchase Agreements Issued Fiscal Year 2009	7/1/08-6/30/09	2,215,126	2,215,126
Installment Purchase Agreements Issued Fiscal Year 2010	7/1/09-6/30/10	4,662,430	4,662,430
Installment Purchase Agreements Issued Fiscal Year 2011	7/1/10-6/30/11	13,115,500	13,115,500
Installment Purchase Agreements Issued Fiscal Year 2013	7/1/12-6/30/13	445,320	445,320
Installment Purchase Agreements Issued Fiscal Year 2014	7/1/13-6/30/14	3,475,344	3,475,344
Installment Purchase Agreements Issued Fiscal Year 2016	7/1/15-6/30/16	473,924	473,924
Installment Purchase Agreements Issued Fiscal Year 2017	7/1/16-6/30/17	1,303,000	1,303,000
Farmers Home Administration:			
Watershed Bond — 1972	06/01/72	769,700	131,581
Watershed Bond — 1974	07/01/74	253,000	70,446
Watershed Bond — 1979	09/02/80	<u>678,800</u>	<u>303,124</u>
		<u>\$458,188,665</u>	<u>\$268,176,801</u>
Enterprise Fund Bonded Debt			
Consolidated Public Improvement & Refunding	11/13/07	9,401,000	0
Consolidated Public Improvements	11/13/08	7,616,000	419,423
Consolidated Public Improvement & Refunding Series A	11/12/09	745,461	173,910
Consolidated Public Improvement Series B	11/12/09	1,072,239	1,072,240
Consolidated Public Improvement Refunding Series A	10/21/10	6,371	0
Consolidated Public Improvement D	10/21/10	13,742	10,357
Consolidated Public Improvements and Refunding	11/10/11	484,429	128,596
Consolidated Public Improvement and Refunding	11/08/12	198,549	144,990
Consolidated Public Improvement and Refunding	11/13/14	5,446,058	4,925,791
Consolidated Public Improvement and Refunding	11/19/15	2,978,549	2,978,548
Consolidated Public Improvement and Refunding Bonds	11/10/16	56,307	36,666
Water Quality Loan — MD Dept. of the Environment	03/22/00	532,680	97,682
Solid Waste	11/13/07	604,000	0
Solid Waste	11/13/08	296,000	23,248
Solid Waste Series A	11/12/09	203,450	2,211
Solid Waste	11/10/11	789,648	316,927
Solid Waste	11/13/14	406,860	165,683
Solid Waste	11/19/15	191,370	191,370
Solid Waste	11/10/16	91,589	59,641
Septage	11/08/12	62,391	52,420

Airport.....	11/13/01	2,200,000	440,000
Airport Series A	10/21/10	93,300	0
Airport Series D.....	10/21/10	27,130	20,447
Airport.....	11/10/11	286,966	86,913
Airport.....	11/08/12	18,715	11,530
Airport.....	11/13/14	85,400	18,407
Airport.....	11/10/16	63,819	41,558
		<u>\$ 33,972,023</u>	<u>\$ 11,418,558</u>
		<u>\$492,160,688</u>	<u>\$279,595,359</u>

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

(a) Promissory Notes.....	\$0
(b) Capital Lease Agreements.....	\$5,038,173

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

Source: Carroll County Department of the Comptroller.

The following tables set forth the County's long-term debt per capita and ratios of debt to assessed value for the six most recent fiscal years ended June 30 and a projection for the fiscal year ended June 30, 2018.

**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>
2018.....	\$268,176,801	173,852	\$19,484,199,000	\$1,542.56	1.38%
2017.....	259,668,445	173,015	19,057,823,000	1,708.92	1.55
2016.....	309,180,611	172,703	18,733,020,866	1,790.24	1.65
2015.....	308,973,068	171,702	18,495,548,665	1,799.47	1.67
2014.....	322,300,607	170,643	18,549,381,425	1,888.74	1.74
2013.....	319,294,954	169,519	18,808,823,173	1,883.53	1.70

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

	<u>Bonded Debt (2)</u>	<u>Estimated Population</u>	<u>Assessed Value</u>	<u>Bonded Debt Per Capita</u>	<u>Bonded Debt to Assessed Value</u>
2018	\$279,595,359	173,852	\$19,484,199,000	\$1,608.24	1.43%
2017.....	309,048,384	173,015	19,057,823,000	1,786.25	1.62
2016.....	324,624,173	172,703	18,733,020,866	1,879.67	1.73
2015.....	326,345,144	171,702	18,495,548,665	1,898.53	1.76
2014.....	342,092,417	170,643	18,549,381,425	2,004.72	1.84
2013.....	341,226,838	169,519	18,808,823,173	2,012.91	1.81

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

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, 2018

Net assessed value- Real Property	\$ 18,879,193,000	
Debt limit - 6% of net total assessed value (1)		\$ 1,132,751,580
Assessed Value-Personal Property	605,006,000	
Debt limit- 15% of Net Assessed Value		90,750,900
Total Debt Limit		1,223,502,481
Amount of debt applicable to debt limit:		
Total Bonded Debt	\$ 279,497,677	
Less- Agricultural Preservation Program Self Supporting Debt	32,827,508	
Less- Fire Company Loans- Self Supporting Debt	1,097,019	
Less - Bureau of Utilities bonds and loans payable	9,890,521	
Less - Septage bonds payable	52,420	
Total amount of debt applicable to debt limit		235,630,209
Legal debt margin		\$ 987,872,272

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
2009-2018

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
2009	20,409,412,280	6%/15%	1,274,735,894	268,496,244	1,006,239,650	21.06%
2010	22,066,168,625	6%/15%	1,373,814,980	303,156,906	1,070,658,074	22.07%
2011	20,895,165,478	6%/15%	1,302,726,361	301,960,750	1,000,765,611	23.18%
2012	19,813,576,019	6%/15%	1,248,709,194	292,937,714	955,771,480	23.46%
2013	18,789,765,921	6%/15%	1,175,305,137	287,113,093	888,192,044	24.43%
2014	18,514,343,538	6%/15%	1,158,193,261	286,486,025	871,707,236	24.74%
2015	18,495,548,665	6%/15%	1,159,503,407	273,161,300	886,342,107	23.56%
2016	18,733,020,866	6%/15%	1,174,512,828	272,857,221	901,655,607	23.23%
2017	19,098,609,701	6%/15%	1,199,599,196	258,522,314	941,076,882	21.55%
2018	19,484,199,000	6%/15%	1,223,502,481	235,630,209	987,872,272	19.26%

Fund Balance

Explanation of Fund Balance

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

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

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

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

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

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

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

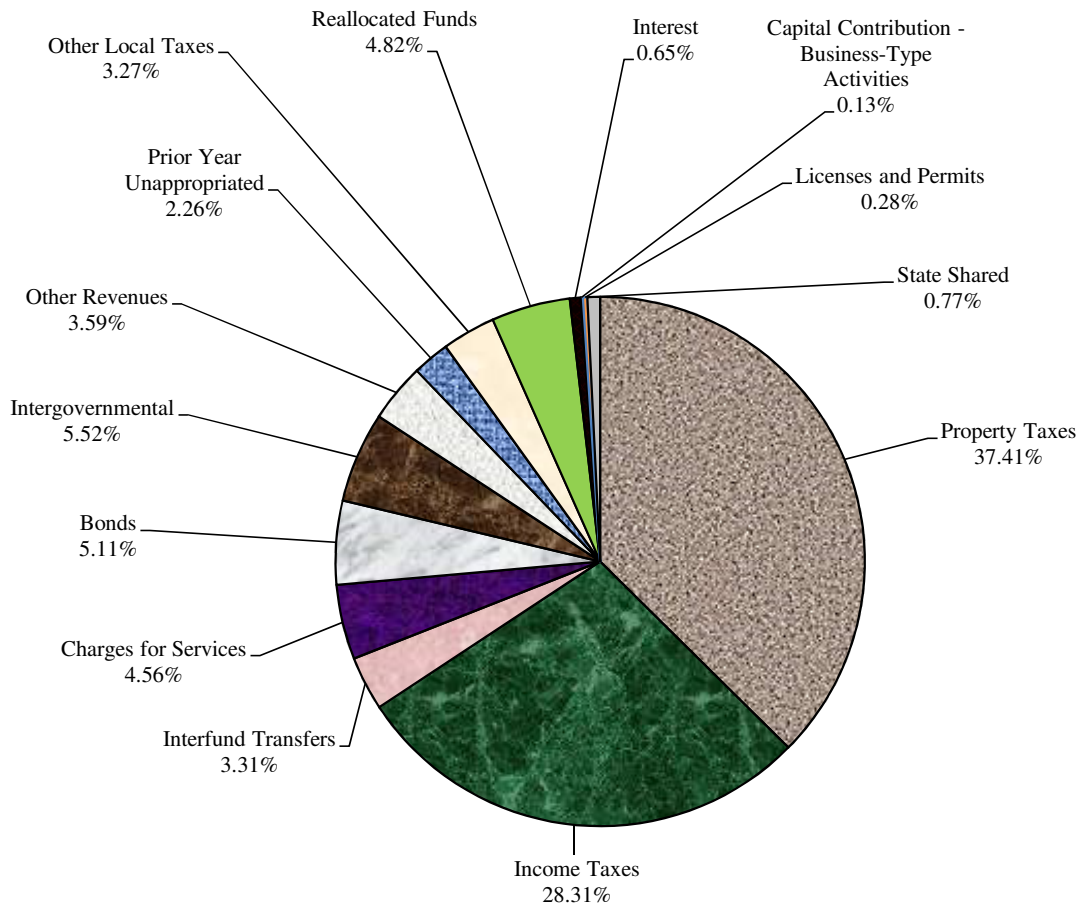
Governments were required to implement GASB Statement No. 54 starting with the fiscal period that ended June 30, 2011.

Total Budget Summary

All Funds Sources - By Category

Fiscal Year 2019 Budget

\$568,688,881

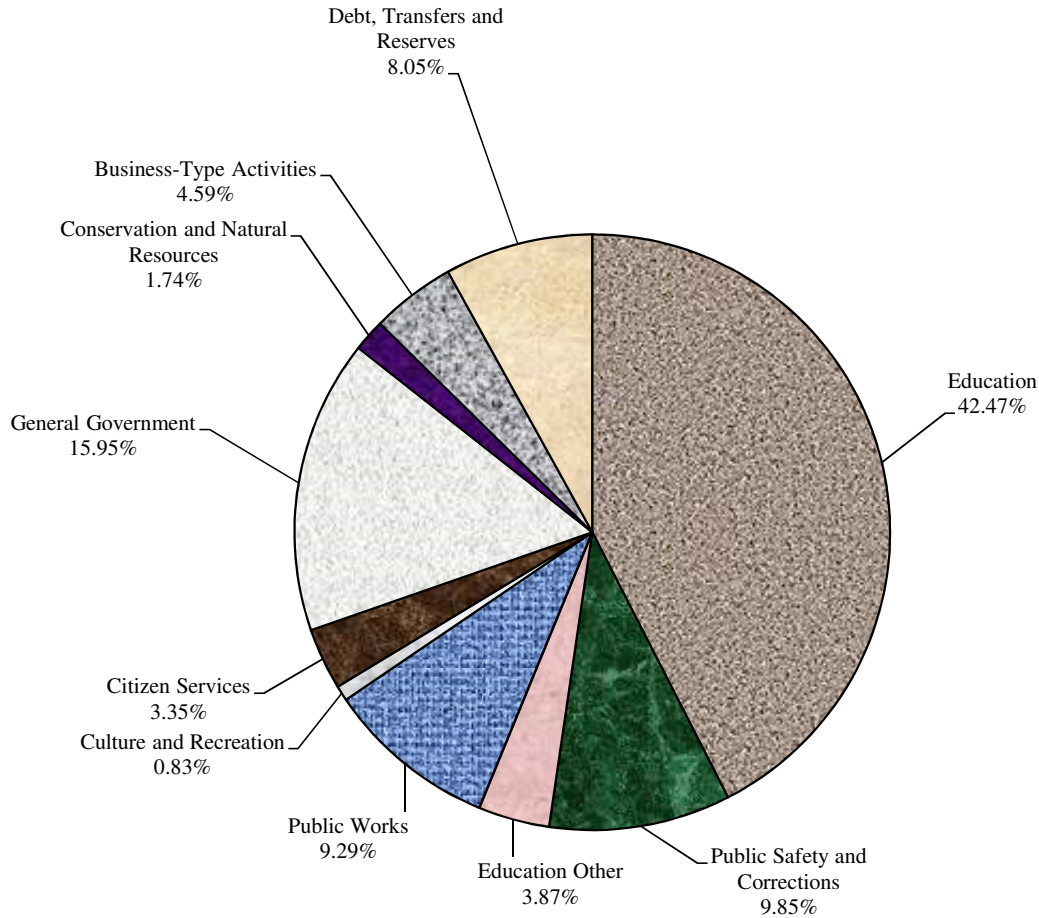


<u>Category</u>	FY 17 Actuals	FY 18 Budget	FY 19 Budget	Change from FY 18
Property Taxes	\$200,709,884	\$207,067,970	\$212,754,383	2.7%
Income Taxes	150,118,290	158,510,140	161,002,901	1.6%
Interfund Transfers	30,464,781	23,087,789	18,806,998	-18.5%
Charges for Services	22,946,455	25,049,442	25,931,961	3.5%
Bonds	14,599,170	29,000,284	29,079,243	0.3%
Intergovernmental	17,743,871	26,861,940	31,405,382	16.9%
Other Revenues	14,471,076	21,367,252	20,431,244	-4.4%
Prior Year Unappropriated	9,198,782	11,557,850	12,837,001	11.1%
Other Local Taxes	17,333,162	17,951,930	18,623,800	3.7%
Reallocated Funds	0	7,077,525	27,400,130	287.1%
Interest	1,841,628	2,816,280	3,721,958	32.2%
Capital Contribution - Business-Type Activities	0	42,292,000	721,000	-98.3%
Licenses and Permits	1,600,345	1,577,170	1,600,150	1.5%
State Shared	2,871,784	3,102,996	4,372,730	40.9%
Total	\$483,899,228	\$577,320,568	\$568,688,881	-1.5%

All Funds Uses - By Category

Fiscal Year 2019 Budget

\$568,688,881

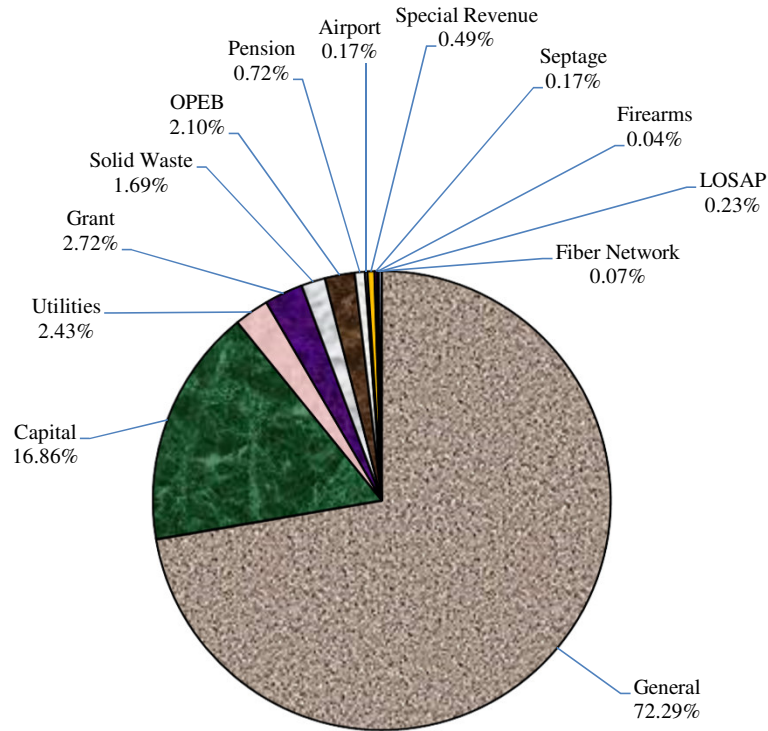


<u>Category</u>	FY 17 Actual	FY 18 Budget	FY 19 Budget	Change from FY 18
Education	\$219,524,861	\$222,370,330	\$241,532,069	8.6%
Public Safety and Corrections	55,206,128	50,737,574	56,040,309	10.5%
Education Other	22,134,351	20,815,100	22,034,880	5.9%
Public Works	43,594,988	51,714,695	52,856,740	2.2%
Culture and Recreation	5,133,416	6,089,180	4,712,190	-22.6%
Citizen Services	18,937,186	18,407,211	19,071,124	3.6%
General Government	38,223,842	76,307,032	90,698,289	18.9%
Conservation and Natural Resources	11,617,795	10,251,010	9,888,910	-3.5%
Business-Type Activities	22,972,923	70,479,396	26,097,090	-63.0%
Debt, Transfers and Reserves	45,310,373	50,149,040	45,757,280	-8.8%
Total	\$482,655,864	\$577,320,568	\$568,688,881	-1.5%

All Funds Uses - By Fund

Fiscal Year 2019 Budget

\$568,688,881



<u>Fund</u>	FY 17 Actual	FY 18 Budget	FY 19 Budget	Change from FY 18
General	\$391,040,660	\$400,042,050	\$411,096,050	2.8%
Capital	42,010,133	73,291,435	95,896,749	30.8%
Utilities	10,982,264	19,255,551	13,845,520	-28.1%
Grant	16,498,441	15,775,507	15,487,562	-1.8%
Solid Waste	9,547,730	8,948,500	9,636,070	7.7%
OPEB	4,701,521	11,050,000	11,970,450	8.3%
Pension	2,203,178	3,864,700	4,074,750	5.4%
Airport	932,232	38,970,070	994,350	-97.4%
Special Revenue	2,422,194	2,651,480	2,784,230	5.0%
Septage	924,545	1,732,075	985,000	-43.1%
Firearms	159,251	155,500	214,450	37.9%
Fiber Network	416,140	1,417,700	421,700	-70.3%
LOSAP	817,575	166,000	1,282,000	672.3%
Total	\$482,655,864	\$577,320,568	\$568,688,881	-1.5%

All Funds Revenue Summary

All Funds revenue is projected to be \$568.7M in FY 19 with 65.7% of this amount coming from Property Taxes and Income Tax. Total revenue is down \$8.6M, or (1.5%), below FY 18. This decrease is driven primarily by the Federal and Maryland Aviation Administrations' capital contribution to the Airport Enterprise Fund in FY 18 for the Runway Extension project.

Revenue In Millions	FY 17 Budget	Percent of Total	FY 18 Budget	Percent of Total	FY 19 Budget	Percent of Total	Cumulative Percent of Total
Property Taxes	\$200.5	39.9%	\$207.1	35.9%	\$212.8	37.4%	37.4%
Income Taxes	152.1	30.3%	158.5	27.5%	161.0	28.3%	65.7%
Intergovernmental	21.5	4.3%	26.9	4.7%	31.4	5.5%	71.2%
Bonds	28.6	5.7%	29.0	5.0%	29.1	5.1%	76.4%
Reallocated Funds	1.2	0.2%	7.1	1.2%	27.4	4.8%	81.2%
Charges for Services	25.3	5.0%	25.0	4.3%	25.9	4.6%	85.7%
Other Revenues	17.3	3.4%	21.4	3.7%	20.4	3.6%	89.3%
Other Local Taxes	18.5	3.7%	18.0	3.1%	18.6	3.3%	92.6%
Interfund Transfers	21.5	4.3%	23.1	4.0%	18.8	3.3%	95.9%
Prior Year Unappropriated	9.2	1.8%	11.6	2.0%	12.8	2.3%	98.2%
State Shared	2.8	0.6%	3.1	0.5%	4.4	0.8%	98.9%
Interest	2.2	0.4%	2.8	0.5%	3.7	0.7%	99.6%
Licenses and Permits	1.6	0.3%	1.6	0.3%	1.6	0.3%	99.9%
Capital Contribution - Business-Type Activities	0.5	0.1%	42.3	7.3%	0.7	0.1%	100.0%
Total Revenue	\$502.8	100%	\$577.3	100%	\$568.7	100%	100.0%

Percentages may not add to 100% due to rounding

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

Top 5 All Fund Revenues

Property Taxes

Largest revenue at 37.4% of the total. The Property Tax group includes twelve separate taxes, credits, and charges. The most significant is the Real Property Tax. The Board of County Commissioners reduced this rate in FY 12 from \$1.048 per one hundred dollars of assessed value to \$1.028, and then to \$1.018 in FY 13. The Personal Property Tax rate was also lowered in FY 12 from \$2.62 per one hundred dollars of assessed value to \$2.57 and then to \$2.545 in FY 13. The Board of County Commissioners lowered the Personal Property Tax in FY 14 to \$2.515 per one hundred dollars, or a three-cent reduction from FY 13. In FY 15, the Commissioners issued a Property Tax rebate of \$0.01 per \$100 of assessment, or approximately \$1.8M. The Homestead Tax Credit was significant in recent years, but due to five years of negative reassessments this credit is greatly reduced. This credit is set by the Board of County Commissioners and caps the amount that taxes can increase on a primary residence at 5.0% a year. Property Tax is primarily a General Fund revenue; however, approximately 2.25% is usually dedicated to agricultural land preservation.

Property Taxes are estimated by several methods, including trend analysis, economic analysis, 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 28.3% of the total. Income Tax is calculated as a percentage of net taxable State income. The State caps the rate at 3.20%. The Commissioners lowered the Income Tax rate from 3.05% to 3.04% in FY 14, a reduction of 0.01%. In FY 15 the Commissioners again lowered the Income Tax rate by 0.01% from 3.04% to 3.03%, effective on January 1st, 2015. The State Comptroller's Office administers, collects, and distributes this tax to the counties and municipalities. Income Tax is primarily a General Fund revenue; however, 9.09% of Income Tax is traditionally dedicated to the capital budget for school construction and debt service. The Commissioners elected to reduce this amount to 7.09% in FY 16 through FY 17, to 7.59% in FY 18, and to 8.09% in FY 19.

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

Intergovernmental (State and Federal)

Third largest revenue at 5.5% 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 \$15.4M in various Federal and State funds to support programs such as housing, transit, and meals. Grant funds are also used to provide rental subsidies to the elderly, handicapped,

disabled, and low-income families. Additionally, these funds are used to develop community-based services that promote positive outcomes for children, youth, and families.

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

Bonds/Notes proceeds

Fourth largest revenue at 5.1% of the total. The County issues general obligation bonds to provide funds for construction of major capital facilities such as libraries, parks, and schools. The bonds are obligations of the County for which its full faith and credit are pledged. The principal sources of repayment for the bonds are general revenues of the County including Property Taxes and Income Taxes. Bonds issued for enterprise funds, while still general obligation bonds, are expected to be paid from enterprise fund revenues, such as area connection charges or rents.

Bonds are not budgeted in the same way as other revenues, where we estimate how much Property or Income Tax we will collect. How much debt issued is based on several factors: debt affordability guidelines; our six-year Operating Plan; availability of paygo funds; as well as the need for and timing of capital projects. In FY 19, the Commissioners are using \$27.7M in bonds. There was no bond sale to fund capital projects in FY18.

Reallocated funds

Fifth largest revenue at 4.8% of the total. These funds may consist of reallocated bonds, reallocated General Fund transfer, and reallocated Property Taxes. These funds were previously appropriated to various projects that either came in under budget or the decision was made not to move forward with the projects. These sources of funding are being reallocated to projects included in the FY 19 budget.

In FY 19, a total of \$27.4M in bonds and current funding is being reallocated for various capital projects, such as building renovations. 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.

Remaining All Fund Revenues

Charges for Services

4.6% of revenue. The Enterprise, General, and Grant Funds. The intent, unless otherwise determined, is that certain activities and services pay for themselves through user fees, and are not supported through general tax dollars or other non-related revenue sources.

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

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

Other Revenues

3.6% 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

3.3% of the total. This includes Recordation, 911 fees, Impact Fees, and Admission fees. Recordation makes up about 89.9% of these fees. Trend analysis, current housing market, and opinions from industry experts are the sources of this budget.

Interfund Transfers

3.3% 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 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. Here, the emphasis is on the General Fund as a whole. Overall revenue growth and available balances in the six-year Operating Plan are examined and analyzed.

Prior Year Unappropriated

2.3% of the total. This is the amount of revenue in excess of budget plus the amount of unspent appropriated dollars. Prior to FY 15, Carroll County law required that surplus funds be budgeted as revenue in the next fiscal year. During the FY 14 Legislative process, the law was changed for Carroll County effective October 1, 2013. \$12.8M of surplus is in the FY 19 Budget.

State Shared

0.8% of the total. The State provides Police Aid and Highway User Revenues. Budgets for these are based on State estimates, as well as our own economic and legislative analysis.

Interest & Gain/Loss

0.7% of the total. The primary source of this revenue is interest earned on investments. The budget is based on our economic and monetary analysis as well as consultation with the County's Investment Officer.

Licenses & Permits

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

Capital Contribution – Business-Type Activities

0.1% 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 19.

Quick Guide to the FY 18 Budget

A Quick Guide to the FY 19 Budget

Department of Management and Budget

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

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

The Operating Budget

Much of the Board of County Commissioners' focus during the FY 19 budget process was on additional funding for education and public safety.

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

- \$2.0M additional funding in FY 19 to Carroll County Public Schools (CCPS)
- \$1.0M additional funding for salary increases for the Sheriff's Office
- Twenty additional positions, ten each in FY 19 and FY 20, for School Resource Officers through the Sheriff's Office
- \$0.5M one time to VESA for Self-Contained Breathing Apparatus
- \$0.4M additional ongoing to Carroll Community College for salary increases
- \$0.4M one time to Carroll County Public Library for technology replacements
- \$0.3M ongoing for Not in Carroll, a comprehensive initiative to combat drug abuse and provide additional resources for drug prevention, treatment, prosecution, and enforcement
- A Drug Court Prosecutor position for the State's Attorney's Office

The FY 19 Budget

The FY 19 Operating Budget is \$411.1M, an \$11.1M, or 2.8%, increase over FY 18. This increase is driven primarily by growth in Property and Income Tax Revenue.

Revenues (65-74, 83-100)

- The FY 19 Budget increases \$11.1M, or 2.8%, from the FY 18 Budget. The increase is driven primarily from Property Tax, \$5.6M; Income Tax, \$3.2M; prior and current year surplus, \$1.2M; Investment Income, \$0.8M; and Recordation Tax, \$0.4M.
- Property Tax increases 2.8%, or \$5.6M, from the FY 18 Budget. Positive reassessments in FY 17 – 19 result in Property Tax revenue growth of 2.6% in FY 19.
- Income Tax is up \$3.2M, or 2.2%, from the FY 18 Budget. Growth in distributions is planned at 4.5% above the FY 18 revenue forecast. Carroll historically outperforms the State due to higher average incomes and a lower unemployment rate.
- Recordation increases \$0.4M, or 2.8%, from the FY 18 Budget. This revenue is driven by activity in the housing market. After numerous years of a depressed housing market, the average sale price, number of units sold, and the days on the market are all showing continued improvement.

Expenditures

A 3.0% salary increase is included for County personnel in FY 19.

General Fund:

Carroll County Public Schools Summary (109-111)

- County funding to Carroll County Public Schools (CCPS) is up \$5.5M, or 3.0%, from FY 18.
- In FY 16, the Board of Commissioners voted to temporarily redirect 2.0% of Local Income Tax, traditionally appropriated directly to the Capital Fund for Board of Education construction projects, to the Public Schools operating budget. The redirected percentage of Local Income Tax decreases 0.5% in FY 19, with 8.09% earmarked for school construction.

Education Other Summary (115-121)

- Carroll Community College increases \$0.7M, or 7.3%, which includes \$0.4M to help fund salary adjustments.
- Carroll Community College – Entrepreneurship Program, a new budget of \$0.2M in FY 19, was previously included in Economic Development Administration.
- Carroll County Public Library is up \$0.3M, or 2.9%, and includes additional funding for minimum wage impacts.

Public Safety and Corrections Summary (125-156)

- Public Safety 911 increases \$0.6M, or 10.9%, due to improvements in computer-aided dispatch, records management and field reporting systems; upgrade for the communications radio system; and consulting fees.
- Total Sheriff Services increases \$2.7M, or 12.0%, for an additional 5% salary increase, continued implementation of an enhanced salary plan, creation of an entry-level training academy, and the addition of ten positions for the School Resource Officer program.
- State's Attorney's Office increases \$0.2M, or 5.1%, due to a Drug Court Prosecutor position.
- VESA/EMS combined funding includes an ongoing increase of 3.0%, and one-time funding of \$0.5M for Self-Contained Breathing Apparatus.

Public Works Summary (159-173)

Public Works increases \$1.1M, or 3.1%, for vehicles for the 10 new School Resource Officer positions and separate budgets for Veteran Transit Services and Transit Administration, which were previously included in Public Works Administration and the Grant Fund.

Citizen Services Summary (177-203)

- Total Citizen Services increases \$0.2M, or 7.1%, due to the partial transfer of a position from Permits and Inspections for the minimum livability function, additional transportation vouchers, and one-time funding for the Boys and Girls Club of Westminster for phone, paging, and security equipment for their new building.

- Citizen Services - Non-Profits increases \$0.2M, or 4.9%, which includes one-time funding for The Arc Carroll County and Rape Crisis Intervention Service, and additional funding for The Arc Carroll County, Target Community and Education Services, CHANGE, Inc., and Youth Services Bureau's substance abuse treatment.

Recreation and Culture Summary (207-221)

- Recreation and Parks increases \$46,670, or 1.8%, due to minimum wage impacts and the extended open season at Piney Run Park.
- Historical Society and Union Mills Homestead increase \$5,000 each for one-time special projects.

General Government Summary (225-289)

- County Attorney increases \$44,700, or 5.9%, due to outside legal fees.
- Comptroller increases \$0.2M, or 4.5%, due to increased bank fees, bond fees, Homestead Tax Credit administration fees, and salary adjustments.
- Economic Development increases \$1.3M, or 39.4%, due to additional funding in Infrastructure and Investments.
- Human Resources increases \$0.5M, or 3.5%, due to a one-time reduction to rebalance the Internal Service Fund in FY 19, offset by a one-time reduction in FY 18, OPEB allocations, and benefits associated with new positions.
- Technology Services increases \$0.4M, or 8.9%, due to the County-wide migration to Microsoft Office subscription and additional software and hardware purchases related to School Resource Officers.
- County Commissioners decreases \$11,910, or 1.1%, due to one-time funding for the promotion of Carroll County and Celebrating America in FY 18.
- Audio Video Production increases \$35,700, or 21.2%, due to the addition of 0.5 FTE and salary adjustments.
- Not in Carroll, a new \$0.3M budget, is established to combat drug abuse and provide additional resources for drug prevention, treatment, prosecution, and enforcement.

Debt, Transfers, and Reserves Summary (303-308)

- Agricultural Land Preservation Debt Service increases \$1.2M, or 65.5%, due to IPA principal payments in FY 19. The debt service will be offset by revenue.
- Intergovernmental Transfers, or Town-County Agreements, increases \$38,560, or 1.2%, due to inflation and an increase in town population.
- Interfund Transfers decreases \$4.7M, or 39.5%, due to a decrease in transfer to capital of \$2.8M, a reduction of \$1.0M for a one-time transfer to the Fiber Network Enterprise Fund in FY 18, and a decrease of \$0.5M to the Grant Fund.
- The Reserve for Contingencies is generally set at 1% of the General Fund revenues.
- Included in FY 19 is a Reserve for Position Reclassifications of \$0.3M and a Reserve for Positions of \$0.2M.

Other Funds:

Airport Enterprise Fund (337-339)

Airport increases \$24,280, or 2.6%, due to a reduction in debt service offset by an increase in Revenue in Excess of Expenditures.

Fiber Network Enterprise Fund (343-345)

Fiber Network increases \$4,000, or 1.0%, due to anticipated relocation of fiber, core switch maintenance, and pole insurance.

Firearms Facility Enterprise Fund (349-350)

Firearms Facility increases \$58,950, or 37.9%, due to conversion of a contractual position to full-time and additional capital projects.

Septage Facility Enterprise Fund (353-354)

Septage decreases \$20,000, or 2.0%, due to a reduction in gallons processed.

Solid Waste Enterprise Fund (357-365)

Solid Waste Enterprise Fund increases \$0.6M, or 7.0%, due to an increase in the per ton rate for recycling disposal and planned increase in revenue in excess of expenditures. This revenue will be accumulated to support future waste management strategies.

Utilities Enterprise Fund (369-377)

Water and Sewer Enterprise Fund increases \$0.5M, or 5.6%, due to maintenance, contractual services, and an increase in the City of Baltimore water purchases.

Grant Fund Summary (381-399)

Overall, every \$1.00 of County match/contribution brings in approximately \$8.56 of grant funding.

OPEB Fund Summary (403)

The OPEB Fund increases \$0.9M, or 8.3%, due to an increase in costs for current retirees and costs associated with new positions.

LOSAP Fund Summary (406)

LOSAP includes \$1.3M of funding in FY 19 due to one-time funding to reduce the unfunded liability.

Special Revenue Fund (407)

Watershed Protection and Restoration Fund increases \$42,330, or 1.8%, due to personnel costs, offset by debt service.

Risk Management Workers Compensation ISF Summary (415)

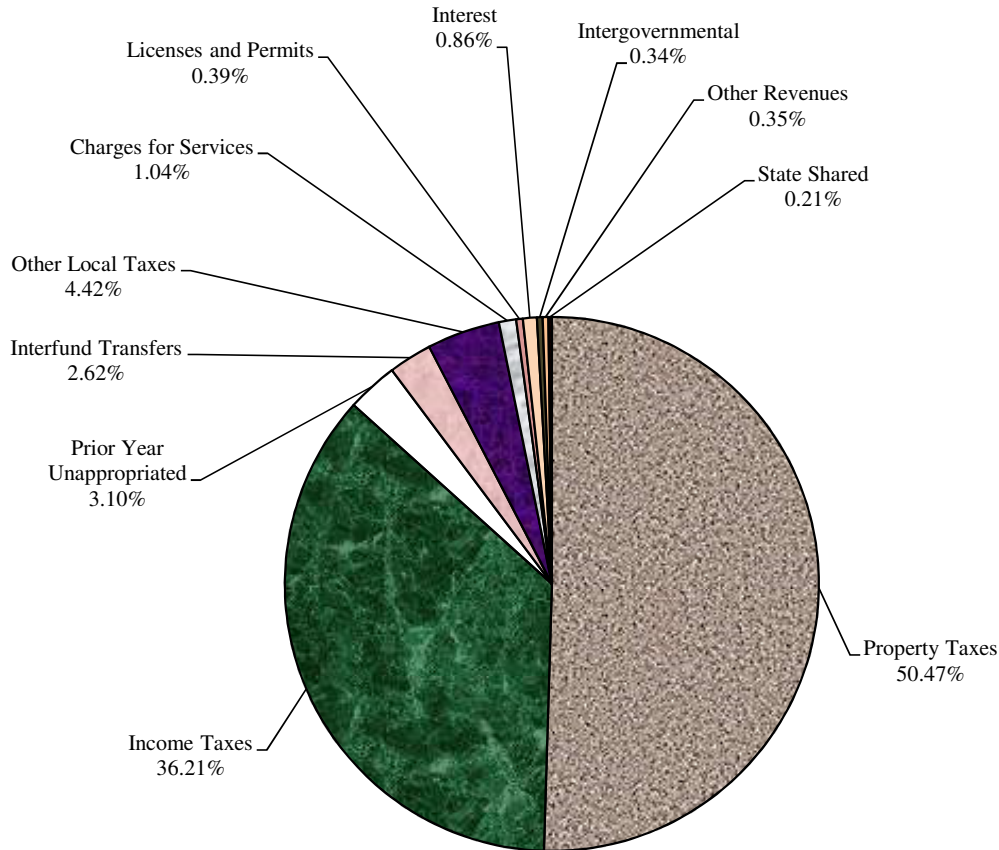
Funding of \$1.1M is included in FY 19.

General Fund Appropriations

General Fund Sources - By Category

Fiscal Year 2019 Budget

\$411,096,050

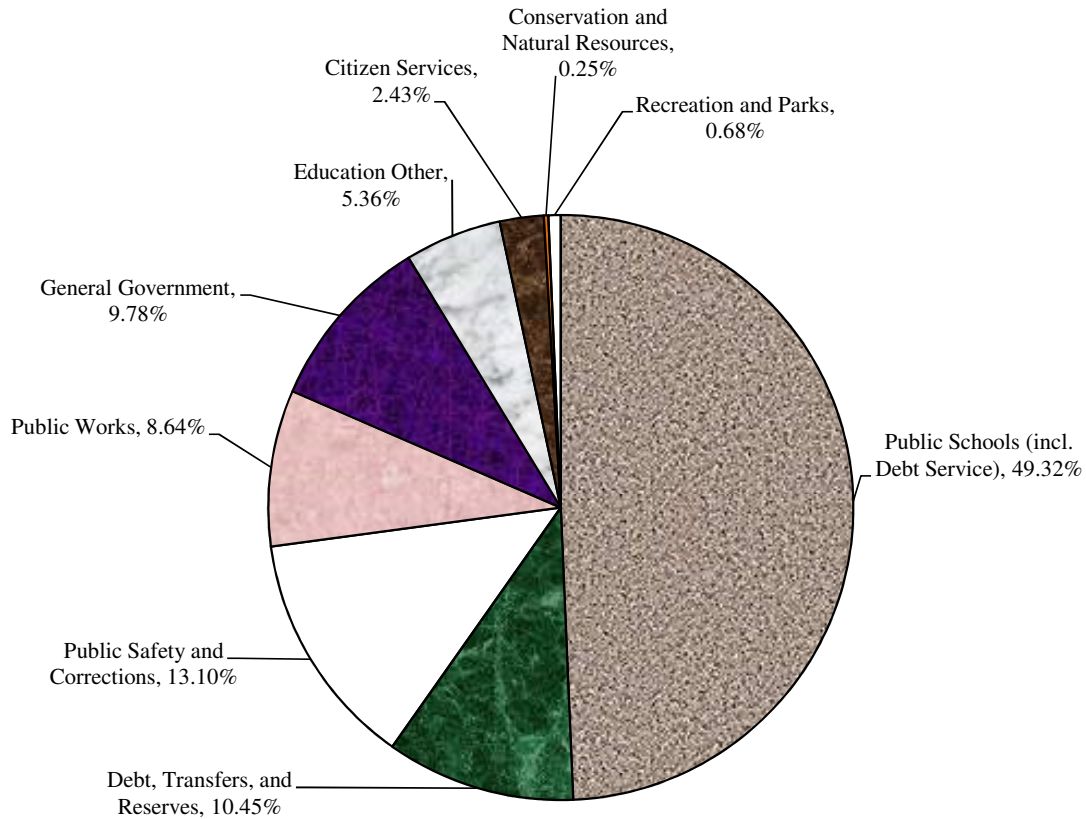


<u>Category</u>	FY 17 Actuals	FY 18 Budget	FY 19 Budget	Change from FY 18
Property Taxes	\$198,805,154	\$201,863,310	\$207,496,493	2.8%
Income Taxes	139,476,252	145,624,240	148,847,211	2.2%
Prior Year Unappropriated	9,198,782	11,557,850	12,727,611	10.1%
Interfund Transfers	11,864,520	11,268,050	10,773,260	-4.4%
Other Local Taxes	17,333,162	17,611,930	18,183,800	3.2%
Charges for Services	4,030,172	4,137,420	4,290,122	3.7%
Licenses and Permits	1,600,345	1,577,170	1,600,150	1.5%
Interest	796,251	2,723,000	3,527,800	29.6%
Intergovernmental	1,387,133	1,389,970	1,380,890	-0.7%
Other Revenues	9,424,201	1,410,110	1,418,713	0.6%
State Shared	882,660	879,000	850,000	-3.3%
Total	\$394,798,633	\$400,042,050	\$411,096,050	2.8%

General Fund Uses - By Category

Fiscal Year 2019 Budget

\$411,096,050



Category	FY 17 Actuals	FY 18 Budget	FY 19 Budget	Change from FY 18
Public Schools (incl. Debt Service)	\$204,688,810	\$198,166,430	\$202,746,690	2.3%
Debt, Transfers, and Reserves	42,888,179	47,497,560	42,973,050	-9.5%
Public Safety and Corrections	52,907,826	48,925,780	53,841,210	10.0%
Public Works	31,511,855	34,442,290	35,498,540	3.1%
General Government	23,849,476	37,176,900	40,190,230	8.1%
Education Other	21,753,265	20,531,060	22,034,880	7.3%
Citizen Services	9,291,317	9,512,770	9,970,970	4.8%
Conservation and Natural Resources	1,049,610	1,031,510	1,046,060	1.4%
Recreation and Parks	3,100,322	2,757,750	2,794,420	1.3%
Total	\$391,040,660	\$400,042,050	\$411,096,050	2.8%

General Fund Revenue Analysis

Carroll County's General Fund receives revenues from over 120 sources including taxes, permit fees, State aid, user fees, and investment income. Approximately 87% of revenue comes from Total Property and Income Taxes.

Revenue In Millions	FY 18 Budget	Percent of Total	FY 18 Revised Forecast	Percent of Total	FY 19 Budget	Percent of Total	Cumulative Percent of Total
Real Property	\$186.6	46.7%	\$187.0	47.1%	\$191.6	46.6%	46.6%
Railroad and Public Utilities	7.0	1.8%	7.5	1.9%	7.5	1.8%	48.4%
Ordinary Business	8.1	2.0%	8.2	2.1%	8.2	2.0%	50.4%
Total Property	201.8	50.4%	202.7	51.0%	207.4	50.4%	50.4%
Income Tax	145.6	36.4%	142.2	35.8%	148.9	36.2%	86.7%
Recordation Tax	14.5	3.6%	14.2	3.6%	14.9	3.6%	90.3%
Investment	2.3	0.6%	2.1	0.5%	3.2	0.8%	91.1%
Cable Franchise Fee	1.7	0.4%	1.7	0.4%	1.8	0.4%	91.5%
911 Service Fee	1.1	0.3%	1.1	0.3%	1.1	0.3%	91.8%
Building Permits	0.5	0.1%	0.5	0.1%	0.5	0.1%	91.9%
Total Major Revenues	367.5	91.9%	364.5	91.8%	377.8	91.9%	91.9%
Other Annual Revenues	9.7	2.4%	9.8	2.5%	9.8	2.4%	94.3%
Total Annual Revenues	377.2	94.3%	374.3	94.3%	387.6	94.3%	94.3%
Other Revenues	22.8	5.7%	22.8	5.7%	23.5	5.7%	100.0%
Total Revenue	\$400.0	100.0%	\$397.1	100.0%	\$411.1	100.0%	100.0%

Percentages may not add to 100% due to rounding

Top Five General Fund Revenues

Real Property Tax

Largest Revenue Source at 46.6% of Total. The Real Property Tax group includes nine separate taxes, credits, and charges. The two most significant are the Real Property Tax and the Homestead Tax Credit.

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

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

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

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

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

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

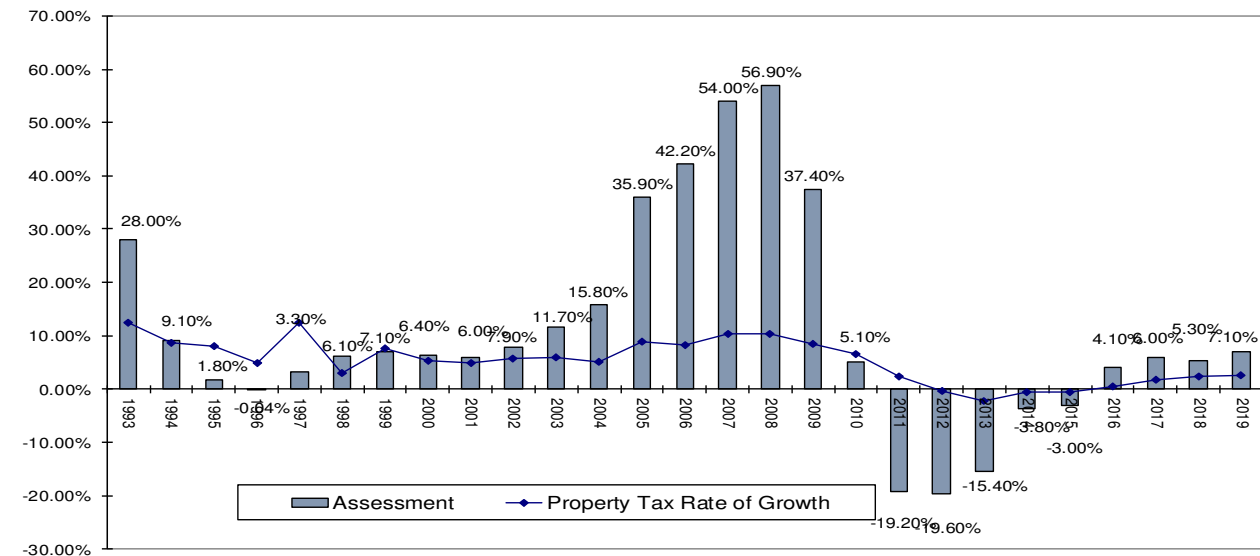
The booming real estate market of the early 2000s began to cool down in 2006, and by 2008 the market had slowed significantly. However, primarily due to the impact of the Homestead Tax Credit, and to a lesser extent growth in reassessments, Property Tax revenue remained fairly strong through FY 10. However,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

The Homestead Tax Credit limits tax increases for owner-occupied residential properties during times of high assessment growth. This cap was originally established in FY 96 at 10% as a way to limit the amount a Property Tax bill could increase. During FY 06, the Commissioners lowered this credit to 7%. By lowering this cap during a time of rising reassessments, a reserve of deferred growth was created. The thinking was that as assessments slowed or flattened, taxable assessments would catch up with actual assessments. The result was several years of 7% growth in Property Taxes. Whether assessments were rising, slowing, or flattening, the expectation was there would be a predictable growth pattern. In FY 11 the Commissioners lowered this credit to 5.0%.

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, FY 18 and FY 19 also showed positive reassessment of 6.0%, 5.3% and 7.1%, respectively, resulting in growth in Real Property Tax revenue. The expectation for FY 20 – 24 is to see modest assessment growth of 2.0% – 3.0%.

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

Carroll County Assessments



Income Tax

Second Largest Revenue Source at 36.2% 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.

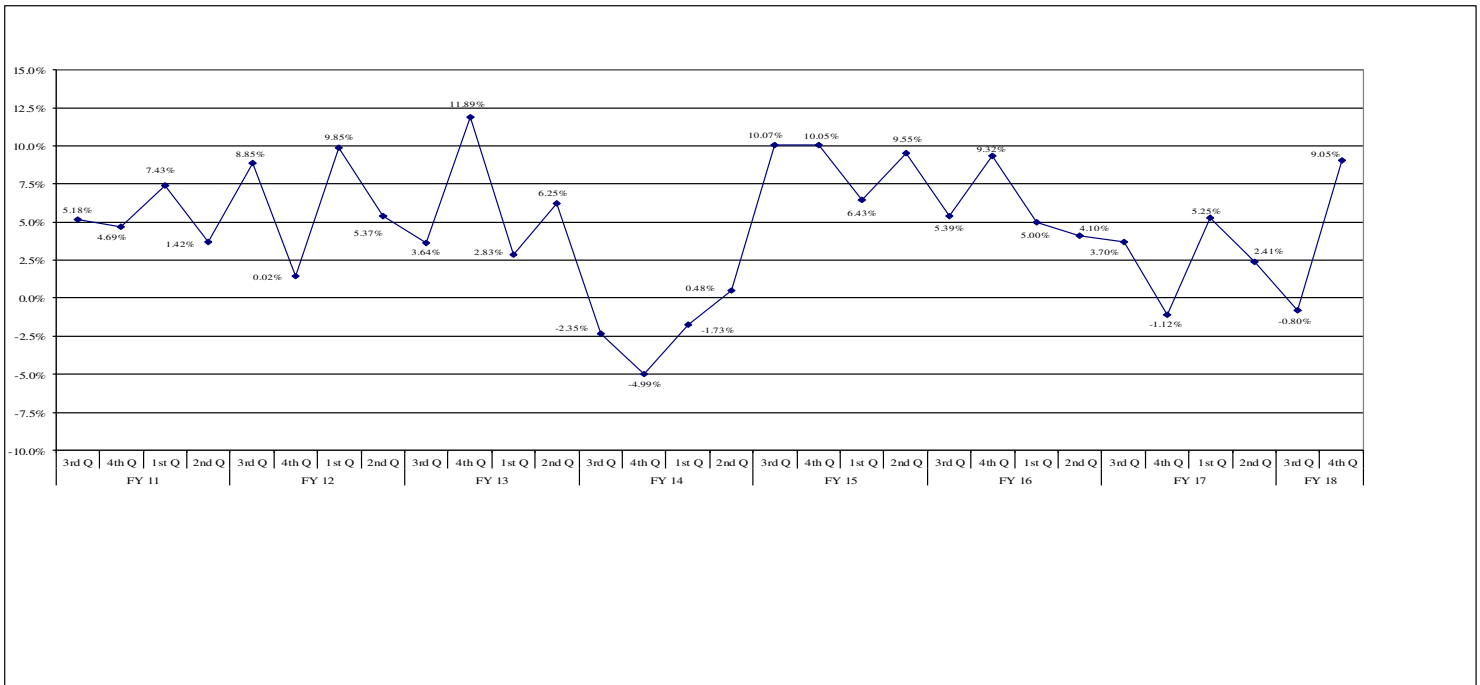
Income Tax is primarily General Fund revenue; however, 9.09% of Income Tax is traditionally dedicated to the Capital Budget for school construction and debt service. The Commissioners reduced the percentage of Income Tax going to school capital and debt to 7.09% in FY 16 through FY 17, 7.59% in FY 18, 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 19 is budgeted at \$148.9M, which is \$3.3M above the FY 18 Budget of \$145.6M, or a 2.1% increase. The growth is primarily due to the expected growth in major distributions, which includes withholdings and estimated payments. Historically, Carroll's growth has been higher than the State-wide figure. The main reasons are that Carroll's income levels are higher than the State-wide average, and Carroll's unemployment rate is lower than the state-wide average. In addition, a higher proportion of Carroll's Income Taxes come from withholding of wages and salaries.

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

Approximately 90% of Income Tax revenue is received in quarterly distributions of withholdings and estimated payments. The graph below shows the growth in the distributions from the same period in the prior year. After seeing a period of negative distributions, Carroll is now experiencing positive growth.

Growth on Quarterly Income Tax Distributions



Recordation

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

Recordation spiked in the middle part of the 2000s due to low interest rates, strong housing demand, and rapidly rising home values. This revenue reached an all-time high of \$22.8M in FY 06. However, with the struggling housing market, recordation plummeted from the high in FY 06 to a bottom of \$7.7M in FY 11. Recordation has been improving since FY 11 and is expected to reach \$14.2M in FY 18. FY 19 is projected to show continued growth due to increased activity in the housing market and is projected at \$14.9M.

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

	2015	2016	2017	% Change from 2016
Sold Dollar Volume	\$671.2M	\$797.5M	\$810.2M	1.6%
Average Sold Price	\$300,000	\$310,310	\$326,707	5.3%
Units Sold	2,239	2,570	2,480	(3.5%)
Average Days on Market	93	82	63	(23.2%)

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

Ordinary Business

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

Railroad and Public Utilities

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

In Carroll County, approximately 80% of these collections come from two utility companies: BGE and Verizon. Railroad and public utilities revenue is anticipated to come in at \$7.5M for FY 18, and is planned to remain stable in FY 19 to FY 24. The State of Maryland assessment estimates can be accessed at <http://dat.maryland.gov/Pages/Statistics-Reports.aspx>.

Other Revenues of Note

Investment Income

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

This revenue budget is based on a combination of factors. First, a trend analysis is performed on historical portfolio balances and interest rates. Second, we review planned capital construction projects 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, we review the current market conditions and follow the Federal Reserve pronouncements in order to determine the expected interest rate.

During FY 08 the housing market slowed dramatically. The Federal Reserve reacted by lowering the federal funds rate from 5.25% to 2.00%. During FY 09, as the economy continued to struggle, the rate was lowered several more times. Ultimately it reached the 0.0% – 0.25% target range. The Federal Reserve first raised interest rates in December 2015 to 0.25%-0.5%. Recent Federal Reserve interest rate hikes occurred in December 2017 and again in March 2018 bringing the interest rates to between 1.0% - 1.25%.

As a result of these rate reductions, short-term investment rates dropped. Callable investments were called early. Short-term investments were reinvested at lower rates while longer term investments haven't earned much more. These dramatic decreases have directly impacted our investment income. In FY 07 and 08 we collected \$8.6M. This amount dropped to \$4.0M in FY 09 followed by \$1.4M in FY 10 and \$1.1M in FY 11. FY 18 is projected at \$2.1M.

The FY 19 weighted average of the current portfolio is 2.0%. This is up from 1.125% in FY 18. In FY 19, investment income is projected to increase to \$3.2M to correspond with the lifting of interest rates from the Federal Reserve. This budget is based primarily on maintaining a \$155.0M portfolio. This revenue also includes approximately \$0.46M annually in interest associated with older Installment Purchase Agreements.

Cable Franchise Fee

The County charges a fee to Comcast for the ability to provide cable services in Carroll County. This fee is equal to five percent of specific categories of annual cable gross revenues. Forty percent of this amount is dedicated to funding the Community Media Center for Public, Educational, and Government programming. As part of the FY 16 budget process, the Commissioners elected to unrestrict the Cable Franchise Fee. The annual revenue is estimated at \$1.7M in FY 18 and is projected at \$1.8M in FY 19.

911-Service Fee

The State of Maryland requires all counties to have an operational enhanced 911 system. In order to partially fund this expense, Carroll County imposes a monthly service fee of \$0.75 on all telephones, both cellular and landlines. This revenue is projected in FY 19 – FY 24 to remain flat from FY 18 at \$1.1M.

Building Permits

Building permit fees are collected for construction and modification of residential and commercial/industrial buildings. Until FY 07, building permits generated at least \$1.0M annually; however, a combination of a housing market slowdown and changes in the Maryland Department of Environment's water requirements led to a significant reduction in revenue. Our projection for FY 18 is \$0.5M. Based on current trends in the housing market, the budget for FY 19 is \$0.5M.

Annual Revenues

Annual revenues, ranging from licenses to park entrance fees, generate approximately 2.4% of total revenue. Individually, these revenues may experience varying levels of growth or decline. However, as a whole, revenues have shown growth over the past ten years. FY 19 is budgeted at \$9.8M, flat from FY 18 budget.

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 \$10.4M in FY 19 is dedicated Local Income Tax revenue for Public School construction that is transferred from the Capital Fund to the General Fund to pay for school related debt service. The second largest is prior year unappropriated reserve, which is commonly referred to as the surplus, and is planned at \$13.1M in FY 19.

Assessable Base

Comparison of Maryland Jurisdictions by Property Type

Jurisdiction	FY 16			FY 17			FY 18		
	Commercial/ Industrial	Residential	Agricultural	Commercial/ Industrial	Residential	Agricultural	Commercial/ Industrial	Residential	Agricultural
Baltimore City	24.45%	71.77%	3.78%	41.60%	58.40%	0.00%	42.22%	57.78%	0.00%
Washington	22.87%	76.51%	0.63%	30.16%	65.16%	4.67%	30.73%	64.58%	4.69%
Prince George's	28.00%	70.69%	1.31%	30.60%	69.06%	0.34%	30.72%	68.95%	0.33%
Baltimore Co.	16.84%	68.72%	14.44%	11.27%	86.40%	2.33%	28.40%	70.33%	1.27%
Allegany	39.77%	60.23%	0.00%	25.94%	70.39%	3.66%	26.76%	69.53%	3.71%
Wicomico	11.31%	86.35%	2.34%	24.95%	70.17%	4.88%	25.15%	70.03%	4.82%
Anne Arundel	12.81%	81.91%	5.28%	23.06%	76.32%	0.62%	23.33%	76.05%	0.61%
Montgomery	17.41%	72.21%	10.38%	23.16%	76.49%	0.36%	23.23%	76.42%	0.35%
Howard	19.93%	75.35%	4.72%	21.61%	77.49%	0.90%	22.23%	76.92%	0.86%
Cecil	19.49%	77.88%	2.63%	20.86%	73.76%	5.37%	20.94%	73.69%	5.36%
Harford	19.61%	77.48%	2.91%	20.18%	77.03%	2.80%	20.59%	76.64%	2.77%
Frederick	20.05%	74.56%	5.39%	20.19%	75.17%	4.64%	20.09%	75.37%	4.54%
St. Mary's	24.69%	70.45%	4.86%	13.58%	81.21%	5.21%	19.94%	69.05%	11.01%
Charles	13.32%	73.21%	13.46%	18.82%	78.59%	2.59%	18.98%	78.48%	2.54%
Dorchester	10.74%	83.94%	5.32%	17.64%	72.25%	10.10%	17.75%	72.13%	10.12%
Kent	12.19%	78.01%	9.80%	16.49%	70.52%	12.99%	16.57%	70.19%	13.25%
Caroline	31.06%	68.59%	0.35%	16.88%	68.58%	14.54%	16.55%	68.94%	14.51%
Worcester	23.00%	76.64%	0.36%	15.76%	82.38%	1.86%	15.78%	82.35%	1.87%
Somerset	20.88%	78.18%	0.93%	19.81%	69.58%	10.61%	13.98%	80.91%	5.10%
Carroll	13.65%	81.04%	5.31%	12.88%	82.03%	5.08%	13.04%	82.02%	4.93%
Queen Anne's	18.10%	71.25%	10.65%	12.43%	77.88%	9.69%	12.82%	77.52%	9.65%
Talbot	29.42%	65.83%	4.75%	12.43%	76.03%	11.55%	12.67%	76.13%	11.20%
Calvert	12.25%	76.26%	11.49%	11.27%	86.40%	2.33%	11.29%	86.36%	2.34%
Garrett	16.03%	82.10%	1.86%	10.88%	83.74%	5.37%	10.94%	83.64%	5.41%
State Total	23.87%	74.36%	1.78%	24.18%	74.10%	1.73%	24.44%	73.88%	1.68%

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

General Fund Operating Revenues

Revenue	FY 17 Actuals	FY 18 Budget	FY 19 Budget	Increase (Decrease)	% Change
Real Property Tax	\$184,512,393	\$186,622,180	\$191,668,136	\$5,045,956	2.70%
Property Tax Rebate	(211)	0	0	0	0.00%
Taxes - Discounts	(800,540)	(800,000)	(860,000)	(60,000)	7.50%
Senior Tax Credit	(7,103)	(20,000)	(20,000)	0	0.00%
Penalty and Interest	818,171	800,000	820,000	20,000	2.50%
Homestead Tax Credit	(220,297)	(313,870)	(380,813)	(66,943)	21.33%
Personal Property Tax	366,606	303,000	350,000	47,000	15.51%
Railroad and Public Utility	7,161,059	7,045,000	7,500,000	455,000	6.46%
Ordinary Business Tax	7,124,707	7,777,000	7,894,170	117,170	1.51%
Real Property Tax - Prior Year	(398,301)	0	0	0	0.00%
Collections Office - Over/Under	86	0	0	0	0.00%
Prior Years Taxes Deferred	(17,820)	300,000	300,000	0	0.00%
Heavy Equipment Tax	126,016	100,000	125,000	25,000	25.00%
Semi-Annual Service Charges	140,388	50,000	100,000	50,000	100.00%
Total Local Property Taxes	\$198,805,154	\$201,863,310	\$207,496,493	\$5,633,183	2.79%
Income Tax	\$139,476,252	\$145,624,240	\$148,847,211	\$3,222,971	2.21%
Admissions	\$351,742	\$315,200	\$350,000	\$34,800	11.04%
Payment in Lieu of Taxes (PILOT)	6,729	6,730	16,800	10,070	149.63%
911 Service Fee	1,087,610	1,090,000	1,090,000	0	0.00%
Cable Franchise Fee	1,645,750	1,700,000	1,827,000	127,000	7.47%
Recordation Fee	14,241,331	14,500,000	14,900,000	400,000	2.76%
Other Local Taxes	\$17,333,162	\$17,611,930	\$18,183,800	\$571,870	3.25%
State Aid - Police Protection	\$882,661	\$879,000	\$850,000	(\$29,000)	-3.30%
Total State Shared Taxes	\$882,661	\$879,000	\$850,000	(\$29,000)	-3.30%
Beer, Wine, Liquor Licenses	\$213,164	\$202,000	\$210,000	\$8,000	3.96%
Amusements	1,845	5,670	2,000	(3,670)	-64.73%
Traders Licenses	132,314	133,900	133,900	0	0.00%
Mobile Home Licenses	61,890	65,000	62,000	(3,000)	-4.62%
Animal Licenses	60,881	90,000	65,000	(25,000)	-27.78%
Kennel Licenses	19,225	18,500	18,000	(500)	-2.70%
Building Permits	551,000	525,000	540,750	15,750	3.00%
Plumbing Licenses	29,767	20,000	30,000	10,000	50.00%
Marriage Licenses	32,890	33,000	33,000	0	0.00%
Electrical Licenses	38,163	22,000	38,000	16,000	72.73%
Utility Construction Permits	33,210	34,000	34,000	0	0.00%
Electrical Permits	206,887	200,000	210,000	10,000	5.00%
Grading Permits	20,887	22,200	20,000	(2,200)	-9.91%
Use and Occupancy Certificates	21,110	22,500	22,500	0	0.00%
Zoning Certificates/Ordinances	2,388	2,400	2,000	(400)	-16.67%
Plumbing Permits	169,225	175,000	172,000	(3,000)	-1.71%
Reinspection Fees	5,500	6,000	7,000	1,000	16.67%
Total Licenses and Permits	\$1,600,345	\$1,577,170	\$1,600,150	\$22,980	1.46%
State Aid - Fire Protection	\$388,587	\$388,000	\$388,600	\$600	0.15%
Bond Interest Subsidy	776,990	768,970	760,990	(7,980)	-1.04%
State Aid - Various Reimbursements	375	0	0	0	0.00%
Grand and Petit Jury Reimbursement	52,570	56,000	52,000	(4,000)	-7.14%
Circuit Court Master Reimbursement	168,611	177,000	179,300	2,300	1.30%
Total Intergovernmental	\$1,387,133	\$1,389,970	\$1,380,890	(\$9,080)	-0.65%

General Fund Operating Revenues

Revenue	FY 17 Actuals	FY 18 Budget	FY 19 Budget	Increase (Decrease)	% Change
Lien Certification	\$211,306	\$216,500	\$215,000	(\$1,500)	-0.69%
Data Processing Services	2,081	3,400	3,100	(300)	-8.82%
Hearing Fees - Board of Zoning Appeals	14,595	12,400	14,000	1,600	12.90%
Copy Fees	11,167	14,500	14,000	(500)	-3.45%
Health Department	44,854	50,000	50,000	0	0.00%
Hearing Fees - Zoning Administration	8,400	10,300	10,300	0	0.00%
Total General Government	\$292,403	\$307,100	\$306,400	(\$700)	-0.23%
Sheriff Salary Recovery	\$2,321	\$1,050	\$3,300	\$2,250	214.29%
Sheriff Fees	103,600	105,000	105,000	0	0.00%
Sheriff - Town Deputy	103,274	105,000	0	(105,000)	-100.00%
Sheriff Training Academy	0	0	52,200	52,200	100.00%
Detention Center	174,507	171,600	235,072	63,472	36.99%
Detention Center - Commissary	72,142	65,350	70,000	4,650	7.12%
Detention Center - Home Detention	18,840	16,000	20,000	4,000	25.00%
Detention Center - Juvenile Transport	36,404	46,350	29,000	(17,350)	-37.43%
Detention Center - Work Release	81,915	82,400	80,000	(2,400)	-2.91%
Citations	6,200	5,150	6,200	1,050	20.39%
Circuit Court Annex - Rent and Heat	12,994	13,000	13,000	0	0.00%
Inspection Fees - Roads	51,038	154,500	100,000	(54,500)	-35.28%
Inspection Fees - Development Review	31,414	7,500	7,500	0	0.00%
Inspection Fire Fees	0	23,000	0	(23,000)	-100.00%
Inspection Fees - Fire Safety	53,708	0	55,000	55,000	100.00%
Sex Offender Registry	25,200	25,200	26,200	1,000	3.97%
State Criminal Alien Asst. Program	5,682	5,680	5,900	220	3.87%
Total Public Safety	\$779,239	\$826,780	\$808,372	(\$18,408)	-2.23%
Vehicle Maintenance	\$463,582	\$500,000	\$500,000	\$0	0.00%
Road Maintenance	87,991	123,600	108,300	(15,300)	-12.38%
Development Review Fees	150,129	115,000	118,450	3,450	3.00%
Flood Plain Review Fees	3,000	4,120	3,000	(1,120)	-27.18%
Fuel Recovery	581,889	630,000	630,000	0	0.00%
Stormwater/Environmental Review Fees	29,649	34,500	28,500	(6,000)	-17.39%
Engineering Review Fees	9,640	25,080	20,000	(5,080)	-20.26%
Forest Conservation Review Fees	17,807	26,780	25,000	(1,780)	-6.65%
Tower Fees	15,000	0	0	0	0.00%
Weed Control	62,656	60,000	67,500	7,500	12.50%
Total Public Works	\$1,421,343	\$1,519,080	\$1,500,750	(\$18,330)	-1.21%
Hashawha General Public Programs	\$16,030	\$5,000	\$7,000	\$2,000	40.00%
Hashawha Concessions	1,646	800	800	0	0.00%
Hashawha Fees	253,781	240,000	263,000	23,000	9.58%
Hashawha Outdoor School Meals	143,091	140,000	169,000	29,000	20.71%
Hashawha School Programs	14,848	10,300	11,000	700	6.80%
Bear Branch Programs	15,074	3,000	14,400	11,400	380.00%
Farm Museum Admissions	14,423	24,000	20,000	(4,000)	-16.67%
Farm Museum Concessions	53,505	50,000	50,000	0	0.00%
Farm Museum Sponsors	4,500	15,000	30,000	15,000	100.00%
Farm Museum Wine Festival	315,707	380,000	380,000	0	0.00%
Farm Museum General Activities	0	55,000	0	(55,000)	-100.00%
Farm Museum Special Events	84,427	0	90,000	90,000	100.00%
Farm Museum Weddings	24,200	0	40,000	40,000	100.00%

General Fund Operating Revenues

Revenue	FY 17 Actuals	FY 18 Budget	FY 19 Budget	Increase (Decrease)	% Change
Piney Run Admissions	182,206	191,000	205,000	14,000	7.33%
Piney Run School Groups	6,020	0	5,500	5,500	100.00%
Piney Run Boat Rentals	67,922	70,000	80,000	10,000	14.29%
Piney Run Concessions	8,775	11,500	12,000	500	4.35%
Piney Run Programs	10,084	7,500	7,500	0	0.00%
Piney Run Nature Center Concessions	2,477	2,000	2,000	0	0.00%
Piney Run Nature Center Facility	1,625	2,200	2,000	(200)	-9.09%
Piney Run Council Sponsor	1,230	0	0	0	0.00%
Piney Run Nature Center Programs	2,996	14,000	8,000	(6,000)	-42.86%
Piney Run Nature Camp	62,492	65,000	70,000	5,000	7.69%
Pavilion and Facility Rentals	59,892	55,000	62,000	7,000	12.73%
Sports Complex Advertisement	650	100	300	200	200.00%
Sports Complex Concessions	2,459	2,500	2,500	0	0.00%
Sports Complex Rent/Lighting	41,035	46,350	40,000	(6,350)	-13.70%
Sports Complex Tournament Fees	11,650	5,000	15,000	10,000	200.00%
Park Facility Rental	8,815	5,560	7,700	2,140	38.49%
Dog Park Memberships	4,700	2,700	4,000	1,300	48.15%
Bus Trip Revenue	5,489	0	0	0	0.00%
State Aid - Recreation and Parks Facilities	16,828	0	0	0	0.00%
Total Recreation	\$1,438,577	\$1,403,510	\$1,598,700	\$195,190	13.91%
Westminster Senior Center Classes	\$9,425	\$15,000	\$12,000	(\$3,000)	-20.00%
North Carroll Senior Center Classes	22,542	22,660	20,000	(2,660)	-11.74%
South Carroll Senior Center Classes	30,059	24,750	27,000	2,250	9.09%
Taneytown Senior Center Classes	3,516	4,120	3,400	(720)	-17.48%
Mt. Airy Senior Center Classes	12,581	14,420	13,500	(920)	-6.38%
Senior Center Bus Trips	20,487	0	0	0	0.00%
Total Aging	\$98,609	\$80,950	\$75,900	(\$5,050)	-6.24%
Circuit Court Fines	\$31,402	\$36,000	\$30,000	(\$6,000)	-16.67%
Liquor License Fines	7,500	10,300	7,200	(3,100)	-30.10%
Animal Violation Fines	10,300	12,000	10,000	(2,000)	-16.67%
Zoning Violations	1,500	0	0	0	0.00%
Humane Society Impound Fees	20,964	20,000	20,000	0	0.00%
Parking Violations	200	250	250	0	0.00%
Total Fines and Forfeits	\$71,866	\$78,550	\$67,450	(\$11,100)	-14.13%
Interest - Miscellaneous Loans	\$74,924	\$60,000	\$62,900	\$2,900	4.83%
Interest - Fire Company Loans	334,393	307,600	274,900	(32,700)	-10.63%
Investment Income	1,500,906	2,355,400	3,190,000	834,600	35.43%
Unrealized Gains/Losses	(1,113,972)	0	0	0	0.00%
Rents and Royalties	7,045,998	185,400	210,000	24,600	13.27%
Cell Tower Rent	48,247	33,000	52,000	19,000	57.58%
Rent - Family Law	6,600	6,600	6,600	0	0.00%
Advertising - Liquor Licenses	8,000	6,200	10,000	3,800	61.29%
Jury Duty	502	0	0	0	0.00%
Postage	27,086	20,600	23,000	2,400	11.65%
Equipment Sales	189,367	140,000	150,000	10,000	7.14%
Land Sales	1,000	0	0	0	0.00%
Purchasing Card Rebate	38,678	35,000	35,000	0	0.00%
Miscellaneous	429,503	253,720	238,663	(15,057)	-5.93%
Total Other	\$8,591,232	\$3,403,520	\$4,253,063	\$849,543	24.96%

General Fund Operating Revenues

Revenue	FY 17 Actuals	FY 18 Budget	FY 19 Budget	Increase (Decrease)	% Change
Insurance Recovery	\$728	\$0	\$0	\$0	0.00%
Health Department	3,284	6,000	5,000	(1,000)	-16.67%
Pension Recovery - Enterprise and Grants	310,846	263,100	290,000	26,900	10.22%
OPEB Recovery - Enterprise and Grants	354,919	372,940	300,000	(72,940)	-19.56%
State Retirement Recovery - Enterprise and Grants	10,090	9,000	9,000	0	0.00%
Federal Pass through State - Disaster Relief	745,706	0	0	0	0.00%
Radio Equipment Recovery	90,348	0	0	0	0.00%
Westminster Motorola Revenue Recovery	41,433	0	22,000	22,000	100.00%
Total Cost Recovery	\$1,557,354	\$651,040	\$626,000	(\$25,040)	-3.85%
Total Annual Revenue	\$373,735,331	\$377,216,150	\$387,595,179	\$10,379,029	2.75%
Prior Year Unappropriated Reserve	\$9,198,782	\$10,157,850	\$11,526,400	\$1,368,550	13.47%
Current Year Surplus	0	1,400,000	1,201,211	(198,789)	-14.20%
Special Revenue Fund: Hotel Rental Tax	276,110	327,150	417,570	90,420	27.64%
Transfer from Capital Fund	11,588,410	10,940,900	10,355,690	(585,210)	-5.35%
Total Operating Revenue	\$394,798,633	\$400,042,050	\$411,096,050	\$11,054,000	2.76%

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.

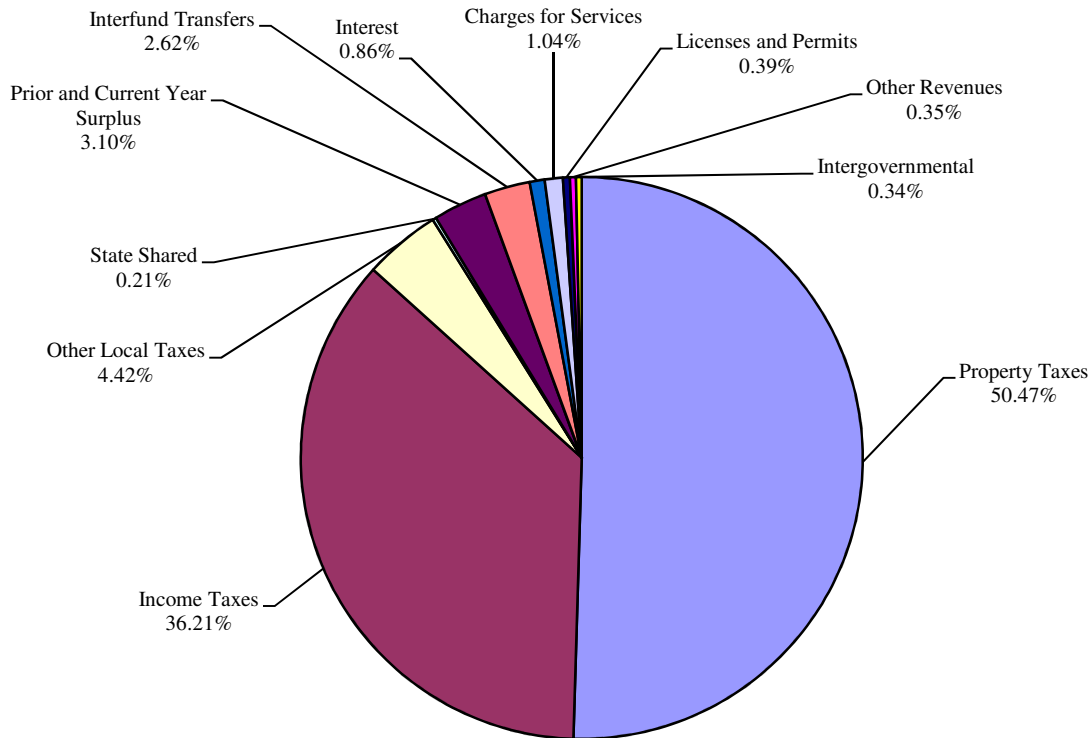
Transfer from Capital Fund

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

Operating Budget Revenues

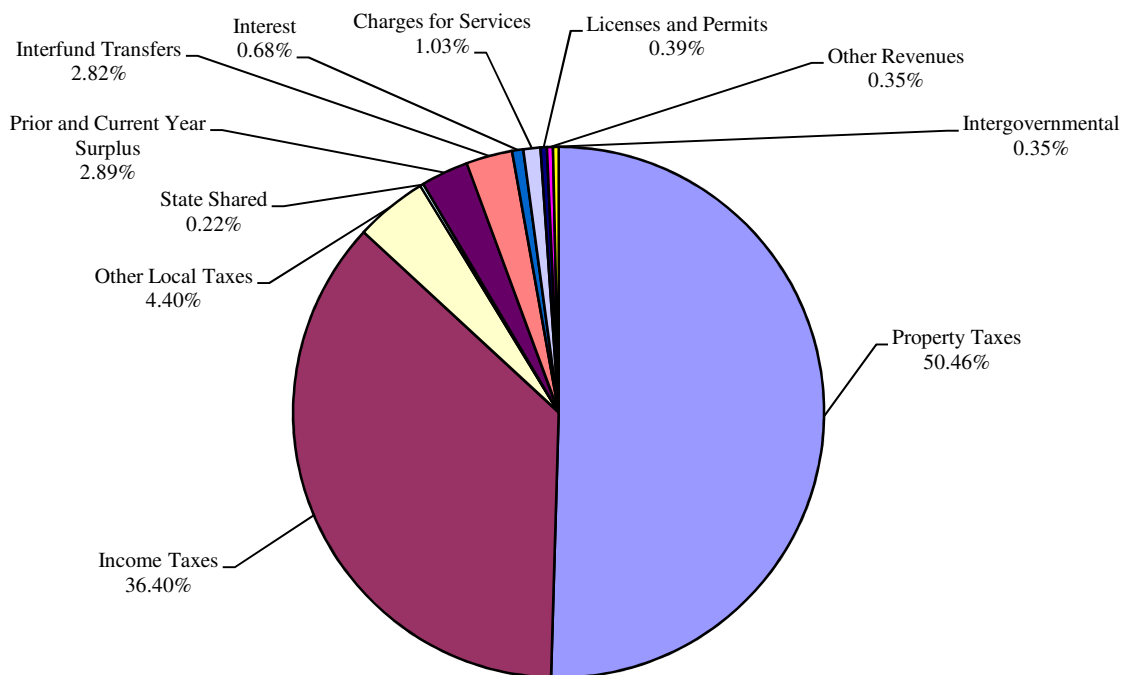
Fiscal Year 2019 Budget

\$411,096,050



Fiscal Year 2018 Budget

\$400,042,050



Operating Plan

SIX-YEAR OPERATING REVENUE

	FY 19 Budget	FY 20 Planned	FY 21 Planned	FY 22 Planned	FY 23 Planned	FY 24 Planned
Real Property Tax	\$196,885,212	\$203,233,703	\$209,778,586	\$216,247,991	\$222,764,940	\$229,360,420
<i>% Change</i>	2.63%	3.22%	3.22%	3.08%	3.01%	2.96%
Property Tax directly in Capital Fund	(3,114,850)	(2,638,030)	(2,720,640)	(3,057,490)	(3,393,660)	(3,481,810)
Property Tax directly in Stormwater Fund	(2,143,040)	(2,623,627)	(3,026,190)	(3,430,530)	(3,828,417)	(4,214,650)
Railroad and Public Utility	7,500,000	7,462,482	7,425,169	7,388,043	7,351,103	7,314,348
<i>% Change</i>	6.46%	-0.50%	-0.50%	-0.50%	-0.50%	-0.50%
Total Business Tax	8,244,170	8,326,612	8,409,878	8,493,977	8,578,916	8,664,706
<i>% Change</i>	2.03%	1.00%	1.00%	1.00%	1.00%	1.00%
Total Property Tax	\$207,371,492	\$213,761,139	\$219,866,802	\$225,641,991	\$231,472,883	\$237,643,013
<i>% Change</i>	2.78%	3.08%	2.86%	2.63%	2.58%	2.67%
Income Tax	\$148,847,211	\$155,087,578	\$162,816,957	\$170,432,805	\$178,954,445	\$187,902,167
<i>% Change</i>	2.21%	4.19%	4.98%	4.68%	5.00%	5.00%
Recordation	14,900,000	15,400,000	15,900,000	16,400,000	16,900,000	17,000,000
<i>% Change</i>	2.76%	3.36%	3.25%	3.14%	3.05%	0.59%
Cable Franchise Fee	1,827,000	1,918,350	2,014,268	2,114,981	2,220,730	2,331,766
<i>% Change</i>	7.47%	5.00%	5.00%	5.00%	5.00%	5.00%
Building Permits	540,750	555,620	569,510	582,320	593,970	605,850
<i>% Change</i>	3.00%	2.75%	2.50%	2.25%	2.00%	2.00%
911 Service Fee	1,090,000	1,090,000	1,090,000	1,090,000	1,090,000	1,090,000
<i>% Change</i>	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
Investment Income	3,190,000	4,114,110	4,541,929	5,347,271	6,183,195	6,485,865
<i>% Change</i>	38.32%	28.97%	10.40%	17.73%	15.63%	4.90%
Total Major Revenues	\$377,766,453	\$391,926,796	\$406,799,465	\$421,609,368	\$437,415,223	\$453,058,661
<i>% Change</i>	2.78%	3.75%	3.79%	3.64%	3.75%	3.58%
Tier 2 Revenues *	\$6,065,312	\$6,497,272	\$6,692,190	\$6,892,955	\$7,099,744	\$7,312,736
<i>% Change</i>	0.91%	7.12%	3.00%	3.00%	3.00%	3.00%
Tier 3 Revenues **	3,763,413	3,876,315	3,992,605	4,112,383	4,235,754	4,362,827
<i>% Change</i>	3.17%	3.00%	3.00%	3.00%	3.00%	3.00%
Annual Revenues	\$387,595,178	\$402,300,383	\$417,484,260	\$432,614,706	\$448,750,722	\$464,734,224
<i>% Change</i>	2.75%	3.79%	3.77%	3.62%	3.73%	3.56%
Prior Year Unappropriated Reserve	\$11,526,400	\$6,903,977	\$5,888,356	\$6,223,004	\$4,174,843	\$4,326,147
<i>% Change</i>	13.47%	-40.10%	-14.71%	5.68%	-32.91%	3.62%
Current Year Surplus	1,201,212	0	27,500	246,000	680,930	1,006,624
<i>% Change</i>	-14.20%	-100.00%	100.00%	794.55%	176.80%	47.83%
Transfer from Special Revenue Fund	417,570	384,440	396,180	408,310	420,830	433,780
<i>% Change</i>	27.64%	-7.93%	3.05%	3.06%	3.07%	3.08%
Transfer from Capital Fund - Income Tax For Debt Service	10,355,690	10,276,000	10,753,880	10,894,920	11,653,970	13,009,640
<i>% Change</i>	-5.35%	-0.77%	4.65%	1.31%	6.97%	11.63%
Total Revenues	411,096,050	419,864,800	434,550,176	450,386,940	465,681,294	483,510,415
<i>% Change</i>	2.76%	2.13%	3.50%	3.64%	3.40%	3.83%

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

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

Operating Plan

Fiscal Years 2019 - 2024

Department/Agency	FY 19 Budget	FY 20 Planned	FY 21 Planned	FY 22 Planned	FY 23 Planned	FY 24 Planned
Public Schools						
Carroll County Public Schools	192,391,000	194,251,500	203,086,800	210,967,250	217,296,270	223,815,160
Carroll County Public Schools Debt Service	10,355,690	10,276,000	10,753,880	10,894,920	11,653,970	13,009,640
Total Public Schools	202,746,690	204,527,500	213,840,680	221,862,170	228,950,240	236,824,800
Education Other						
Cable Regulatory Commission	149,290	156,750	164,590	172,820	181,460	190,540
Carroll Community College	10,084,560	10,387,100	10,698,710	11,019,670	11,350,260	11,690,770
Carroll Community College - Adult Basic Ed.	284,040	284,040	284,040	284,040	284,040	284,040
Carroll Community College - Entrepreneurship Prog.	215,000	221,450	228,090	234,940	241,990	249,240
Carroll County Public Library	10,561,020	10,938,950	11,296,960	11,670,490	12,060,630	12,467,920
Community Media Center	740,970	728,200	754,110	791,820	831,410	872,980
Total Education Other	22,034,880	22,716,490	23,426,500	24,173,780	24,949,790	25,755,490
Public Safety and Corrections						
Circuit Court	2,379,960	2,493,050	2,534,290	2,615,360	2,737,020	2,787,050
Circuit Court Magistrates	499,930	517,280	533,940	551,290	569,380	588,200
Orphan's Court	60,510	60,820	61,150	61,480	61,820	62,280
Volunteer Community Service Program	211,670	219,190	226,340	233,800	241,580	249,710
Total Courts	3,152,070	3,290,340	3,355,720	3,461,930	3,609,800	3,687,240
Public Safety 911	6,284,650	6,218,680	6,292,970	6,749,110	6,717,790	6,938,860
Total Public Safety 911	6,284,650	6,218,680	6,292,970	6,749,110	6,717,790	6,938,860
Advocacy and Investigation Center	157,390	164,040	175,530	177,480	184,590	191,950
Detention Center	10,732,290	11,197,480	11,643,340	12,116,160	12,593,120	13,108,940
Sheriff's Office	14,082,030	15,526,810	16,062,130	16,714,360	17,397,850	18,112,880
Total Sheriff Services	24,971,710	26,888,330	27,881,000	29,008,000	30,175,560	31,413,770
State's Attorney's Office	3,907,760	4,061,730	4,192,510	4,328,170	4,469,460	4,616,560
Total State's Attorney's Office	3,907,760	4,061,730	4,192,510	4,328,170	4,469,460	4,616,560
Animal Control	990,410	1,064,820	1,057,860	1,134,260	1,171,100	1,165,450
EMS 24/7 Services	4,521,530	4,657,180	4,796,890	4,940,800	5,089,020	5,241,690
Length of Service Award Program	1,282,000	398,000	514,000	630,000	680,000	730,000
Volunteer Emergency Services Association	8,731,080	8,500,670	8,755,690	9,018,360	9,288,910	9,567,580
Total Public Safety and Corrections Other	15,525,020	14,620,670	15,124,440	15,723,420	16,229,030	16,704,720
Total Public Safety and Corrections	53,841,210	55,079,750	56,846,640	59,270,630	61,201,640	63,361,150
Public Works						
Public Works Administration	929,350	959,800	989,080	1,009,730	1,037,120	1,064,650
Building Construction	365,000	377,520	389,610	400,500	413,540	427,120
Engineering Administration	438,120	453,120	467,620	482,700	498,410	514,750
Engineering - Construction Inspection	469,620	485,460	501,170	517,540	534,610	552,390
Engineering - Design	373,070	386,140	398,760	411,760	425,490	439,610
Engineering - Survey	327,900	320,210	345,690	341,800	353,260	365,390
Facilities	11,425,530	11,826,920	12,273,670	12,167,370	12,600,670	13,045,190
Fleet Management	8,098,610	8,610,760	8,406,050	8,663,560	8,929,620	9,204,500
Permits and Inspections	1,596,300	1,648,550	1,702,600	1,766,800	1,818,150	1,879,700
Roads Operations	8,499,020	8,770,010	9,053,190	9,348,080	9,655,470	9,975,710
Storm Emergencies	2,292,040	2,265,690	2,368,490	2,476,110	2,588,770	2,706,730
Traffic Control	419,280	398,800	410,760	423,080	435,770	448,850
Transit Administration	162,700	167,970	173,200	178,610	184,230	190,050
Veteran Transit Services	102,000	105,060	108,210	111,460	114,800	118,250
Total Public Works	35,498,540	36,776,010	37,588,100	38,299,100	39,589,910	40,932,890
Citizen Services						
Citizen Services Administration	459,870	409,180	421,850	435,070	448,860	463,240
Aging and Disabilities	1,433,780	1,477,800	1,525,090	1,574,420	1,625,920	1,679,690
Recovery Support Services	859,900	875,250	901,350	928,250	955,940	989,470
Total Citizen Services	2,753,550	2,762,230	2,848,290	2,937,740	3,030,720	3,132,400

Operating Plan

Fiscal Years 2019 - 2024

Department/Agency	FY 19 Budget	FY 20 Planned	FY 21 Planned	FY 22 Planned	FY 23 Planned	FY 24 Planned
Access Carroll	20,000	20,000	20,000	20,000	20,000	20,000
The Arc Carroll County	290,160	268,140	270,830	273,530	276,270	279,030
CHANGE, Inc.	260,330	262,930	265,560	268,220	270,900	273,610
Family and Children's Services	380,650	392,070	403,830	415,950	428,420	441,280
Flying Colors of Success	44,420	46,640	48,970	51,420	53,990	56,690
Human Services of Program	1,193,440	1,217,310	1,241,650	1,266,490	1,291,820	1,317,650
Mosaic Community Services	107,610	108,690	109,770	110,870	111,980	113,100
Rape Crisis Intervention Service	162,620	157,630	165,510	173,780	182,470	191,600
Target Community and Educational Services	265,490	268,140	270,830	273,530	276,270	279,030
Youth Services Bureau	975,870	1,070,390	1,166,800	1,265,130	1,290,430	1,316,240
Citizen Services Non - Profits	3,700,590	3,811,940	3,963,750	4,118,920	4,202,550	4,288,230
Health Department	3,496,830	3,601,730	3,709,790	3,821,080	3,935,710	4,053,780
Social Services	20,000	20,000	20,000	20,000	20,000	20,000
Citizen Services State	3,516,830	3,621,730	3,729,790	3,841,080	3,955,710	4,073,780
Total Citizen Services	9,970,970	10,195,900	10,541,830	10,897,740	11,188,980	11,494,410
Recreation and Culture						
Recreation and Parks Administration	383,170	402,070	408,680	421,740	436,490	449,520
Hashawha	879,500	910,150	938,990	968,940	1,000,060	1,032,390
Piney Run Park	697,920	705,750	728,070	750,150	774,190	797,960
Recreation	532,120	548,380	565,880	584,080	603,010	622,700
Sports Complex	211,710	218,840	225,790	233,020	240,520	248,310
Total Recreation and Parks	2,704,420	2,785,190	2,867,410	2,957,930	3,054,270	3,150,880
Historical Society of Carroll County	65,000	60,000	60,000	60,000	60,000	60,000
Union Mills Homestead	25,000	20,000	20,000	20,000	20,000	20,000
Total Culture	90,000	80,000	80,000	80,000	80,000	80,000
Total Recreation and Culture	2,794,420	2,865,190	2,947,410	3,037,930	3,134,270	3,230,880
General Government						
Comprehensive Planning	962,440	992,760	1,024,450	1,057,400	1,091,690	1,127,360
Total Comprehensive Planning	962,440	992,760	1,024,450	1,057,400	1,091,690	1,127,360
Comptroller Administration	441,590	453,610	468,410	483,270	497,180	514,880
Accounting	1,044,780	1,078,250	1,115,060	1,151,150	1,186,530	1,227,000
Bond Issuance Expense	213,300	248,180	285,870	259,630	282,480	275,500
Collections Office	1,334,320	1,365,350	1,415,500	1,467,760	1,522,240	1,579,010
Independent Post Audit	50,660	52,180	53,750	55,900	58,130	60,460
Purchasing	484,100	502,640	516,610	535,360	550,580	570,740
Total Comptroller	3,568,750	3,700,210	3,855,200	3,953,070	4,097,140	4,227,590
County Attorney	802,750	804,480	829,900	856,300	883,720	912,200
Total County Attorney	802,750	804,480	829,900	856,300	883,720	912,200
Economic Development Administration	779,250	804,880	830,130	856,300	883,470	911,660
Business Employment and Resource Center	251,520	260,850	268,770	277,050	285,700	294,740
Economic Dev. Infrastructure and Investments	2,067,000	1,550,000	1,550,000	1,550,000	1,550,000	2,050,000
Farm Museum	992,880	1,020,330	1,052,240	1,085,310	1,119,670	1,155,300
Tourism	417,570	384,650	396,380	408,490	421,000	433,930
Total Economic Development	4,508,220	4,020,710	4,097,520	4,177,150	4,259,840	4,845,630
Human Resources Administration	940,210	972,330	963,410	994,530	1,026,930	1,060,660
Health and Fringe Benefits	14,800,780	17,899,180	19,247,850	20,791,930	22,459,970	24,261,910
Personnel Services	199,480	207,030	214,010	221,310	228,970	237,010
Total Human Resources	15,940,470	19,078,540	20,425,270	22,007,770	23,715,870	25,559,580
Land and Resource Management Administration	794,100	821,490	847,880	875,330	903,930	933,690
Development Review	568,600	588,790	607,990	628,010	648,900	670,690
Resource Management	853,630	884,670	911,950	940,420	970,170	1,001,200
Zoning Administration	256,650	265,910	274,640	283,760	293,300	303,270
Total Land and Resource Management	2,472,980	2,560,860	2,642,460	2,727,520	2,816,300	2,908,850

Operating Plan

Fiscal Years 2019 - 2024

Department/Agency	FY 19 Budget	FY 20 Planned	FY 21 Planned	FY 22 Planned	FY 23 Planned	FY 24 Planned
Management and Budget Administration	255,240	263,680	271,970	280,580	289,510	298,780
Budget	601,820	622,620	642,630	663,460	685,160	707,750
Grants Office	171,390	170,090	182,280	181,500	194,150	193,860
Risk Management	2,416,840	2,534,420	2,655,560	2,782,680	2,916,090	3,056,090
Total Management and Budget	3,445,290	3,590,810	3,752,440	3,908,220	4,084,910	4,256,480
Technology Services	4,949,820	5,086,890	5,405,260	5,657,920	5,733,920	5,953,280
Production and Distribution Services	472,920	488,280	503,500	519,280	535,520	552,570
Total Technology Services	5,422,740	5,575,170	5,908,760	6,177,200	6,269,540	6,505,850
Administrative Hearings	90,150	93,250	96,230	99,340	102,580	105,940
Audio Video Production	204,080	215,590	222,030	228,760	235,780	243,140
Board of Elections	1,297,980	1,568,920	1,644,910	1,632,700	1,617,840	1,724,460
Board of License Commissioners	91,270	94,400	97,420	100,560	104,190	107,250
Not in Carroll	300,000	310,500	321,370	332,620	344,260	356,310
County Commissioners	1,083,110	1,120,290	1,156,170	1,193,510	1,232,380	1,272,830
Total General Government Other	3,066,590	3,402,950	3,538,130	3,587,490	3,637,030	3,809,930
Total General Government	40,190,230	43,726,490	46,074,130	48,452,120	50,856,040	54,153,470
Conservation and Natural Resources						
Extension Office of Carroll County	498,810	513,770	529,190	545,060	561,420	578,260
Gypsy Moth	30,000	30,000	30,000	30,000	30,000	30,000
Soil Conservation District	450,020	465,480	480,400	495,930	512,090	528,910
Weed Control	67,230	69,250	98,830	73,470	75,670	77,940
Total Conservation and Natural Resources	1,046,060	1,078,500	1,138,420	1,144,460	1,179,180	1,215,110
Debt and Transfers						
Debt Service	24,564,430	24,603,570	23,298,590	22,190,350	22,769,870	23,207,260
Debt Service - Ag Pres.	3,056,860	1,860,080	1,931,350	2,237,670	2,699,490	3,063,940
Intergovernmental Transfers	3,233,740	3,298,410	3,364,380	3,431,670	3,500,300	3,570,310
Total Debt and Transfers	30,855,030	29,762,060	28,594,320	27,859,690	28,969,660	29,841,510
Reserves						
Reserve for Contingencies	4,111,400	4,162,330	4,278,166	4,466,870	4,636,810	4,810,100
Reserve for Positions	210,000	447,030	698,090	963,810	1,244,850	1,541,890
Reserve for Reclassifications	300,000	309,000	318,270	327,820	337,650	347,780
Total Reserves	4,621,400	4,918,360	5,294,526	5,758,500	6,219,310	6,699,770
Interfund Transfers						
Transfer to Capital Fund	3,254,000	4,726,700	4,472,500	4,683,800	4,323,300	4,399,200
Transfer to Grant Fund - Aging and Disabilities	99,650	102,640	105,720	108,890	112,160	115,530
Transfer to Grant Fund - Circuit Court	54,480	56,660	58,930	61,280	63,730	66,280
Transfer to Grant Fund - Comprehensive Planning	11,060	11,390	11,730	12,090	12,450	12,820
Transfer to Grant Fund - Health Department	4,000	4,000	4,000	4,000	4,000	4,000
Transfer to Grant Fund - Housing	31,900	33,500	35,170	36,930	38,770	40,710
Transfer to Grant Fund - Local Management Board	45,170	46,530	47,920	49,360	50,840	52,360
Transfer to Grant Fund - Public Safety	108,860	108,860	108,860	108,860	108,860	108,860
Transfer to Grant Fund - Recreation	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Grant Fund - Sheriff Services	110,950	101,390	105,440	109,660	114,050	118,610
Transfer to Grant Fund - State's Attorney's Office	74,060	77,020	80,100	83,310	86,640	90,110
Transfer to Grant Fund - Transit	1,071,570	1,126,510	1,180,990	1,238,130	1,298,080	1,360,970
Transfer to Solid Waste Enterprise Fund	2,415,000	1,215,000	1,815,000	2,415,000	2,415,000	2,415,000
Transfer to Utilities Enterprise Fund	207,820	600,250	223,160	413,080	537,390	249,620
Total Interfund Transfers	7,496,620	8,218,550	8,257,620	9,332,490	9,173,370	9,042,170
Projected Revenue	411,096,050	419,864,800	434,550,176	450,386,940	465,681,294	483,510,415
Projected Expenditures	411,096,050	419,864,800	434,550,176	450,088,610	465,412,390	482,551,650
Balance	0	0	0	298,330	268,904	958,765
	0.00%	0.00%	0.00%	0.07%	0.06%	0.20%

Public Schools Appropriations

Carroll County Public Schools Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Carroll County Public Schools	\$181,852,000	\$186,864,400	\$186,864,400	\$192,391,000	2.96%	2.96%
Carroll County Public Schools Debt Service	16,134,810	11,302,030	11,302,030	10,355,690	-8.37%	-8.37%
Teacher Pension	6,702,000	0	0	0	0.00%	0.00%
Total Public Schools	\$204,688,810	\$198,166,430	\$198,166,430	\$202,746,690	2.31%	2.31%

Core Statements

Carroll County Public Schools: Building the Future.

Core Values

The Board of Education establishes the following core values:

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

Highlights, Changes, and Useful Information

- Carroll County Public Schools (CCPS) are under the control of the Board of Education of Carroll County, an elected board whose powers and duties are defined under State law. While the Board of County Commissioners has a funding obligation to the school system, they do not have any operational authority over it.
- Direct funding in FY 19 is \$5.1M over Maintenance of Effort (MOE). State law mandates that County governments spend the same amount per pupil, less one-time costs, from one year to the next. Each time a County government funds more than MOE, a new higher MOE is created.
- With the exception of FY 11, the school system has been funded above Maintenance of Effort every year since FY 97.
- In addition to the direct funding, the County provides nearly \$2.0M of in-kind support. The bulk of this in-kind support comes from providing space and utilities at the Winchester Building (CCPS Administrative Offices) and the Kessler Warehouse.
- The County also provides the overwhelming majority of the funding for the school system's capital budget. In the Community Investment Plan, the County will provide \$143.4M of the total \$215.6M planned for school projects in FY 19 – 24.

Budget Changes

- In FY 16, the Board of Commissioners voted to temporarily redirect 2.0% of Local Income Tax, traditionally appropriated directly to the Capital Fund for Board of Education construction projects, to the Public Schools' operating budget. The redirected percentage of Local Income Tax decreases 0.5% in FY 19, with 8.09% earmarked for school construction.
- Beginning FY 17, due to a state-mandated change, teacher pension is part of the Carroll County Public Schools' direct funding of \$190.4M, and is now included in the Maintenance of Effort calculation.
- Debt Service decreases due to declining existing debt.

Carroll County Public Schools

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	181,852,000	186,864,400	186,864,400	192,391,000	2.96%	2.96%
Capital	0	0	0	0	0.00%	0.00%
Total	\$181,852,000	\$186,864,400	\$186,864,400	\$192,391,000	2.96%	2.96%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Actuals include in-kind of \$1.82 million for use of County-owned property.

Contact

Stephen H. Guthrie, Superintendent (410) 751-3000
Heidi K. Pepin, Management and Budget Project
Coordinator (410) 386-2082
<http://www.carrollk12.org/>

- The following is a breakdown of anticipated funding sources, funding changes from FY 18 and the percent of that change.

Core Statement

Carroll County Public Schools: Building the Future

Core Values

The Board of Education establishes the following core values:

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

Description

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

Funding Source	FY 19 Funding	Change from FY 18	Percent Change
County	\$192,391,000	\$5,526,600	3.0%
County In-Kind	1,978,900	0	0.0%
Use of Fund Balance	844,235	(3,498,008)	(80.6%)
State	133,273,606	317,190	0.2%
Deferred State - Grant	0	(1,000,000)	(100.0%)
Federal	12,997,611	(1,003,647)	(7.2%)
Other	4,557,741	84,695	1.9%
TOTAL	\$346,043,093	\$7,474,617	2.2%

Budget Changes

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

Funding Source	FY 18 Budget	FY 19 Budget
County (including in-kind)	55.8%	56.2%
State	39.1%	38.5%
Federal	4.1%	3.8%
Other (including fund bal.)	1.1%	1.6%

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

Carroll County Public Schools Debt Service

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	16,134,810	11,302,030	11,302,030	10,355,690	-8.37%	-8.37%
Capital	0	0	0	0	0.00%	0.00%
Total	\$16,134,810	\$11,302,030	\$11,302,030	\$10,355,690	-8.37%	-8.37%
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

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

Description

School construction is funded with Local Income Tax, revenue from the State, and bonds issued by Carroll County. This budget funds the principal and interest paid on bonds issued for school facilities construction projects. Since FY 97, 9.09% of the Local Income Tax has been earmarked for school construction. In FY 16, the Board of Commissioners voted to temporarily redirect 2.0% of Local Income Tax to the Public Schools operating budget. The redirected percentage of Local Income Tax decreases 0.5% in FY 19, with 8.09% earmarked for school construction. The Local Income Tax rate was decreased from 3.04% to 3.03% effective January 1, 2015.

Budget Changes

Debt Service decreases due to declining existing debt.

Education Other Appropriations

Education Other Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Cable Regulatory Commission	\$135,410	\$142,180	\$142,180	\$149,290	5.00%	5.00%
Carroll Community College	8,523,370	9,403,070	9,403,070	10,084,560	7.25%	7.25%
Carroll Community College - Adult Basic Education	300,000	0	284,040	284,040	0.00%	0.00%
Carroll Community College - Entrepreneurship	0	0	0	215,000	100.00%	100.00%
Carroll County Public Library	12,153,785	10,267,890	10,267,890	10,561,020	2.85%	2.85%
Community Media Center	640,700	717,920	717,920	740,970	3.21%	3.21%
Total Education Other	\$21,753,265	\$20,531,060	\$20,815,100	\$22,034,880	7.32%	5.86%
Total Without Benefits	\$18,073,310	\$18,991,060	\$19,275,100	\$20,268,220	6.73%	5.15%

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 2,513 full-time equivalent (FTE) students in FY 18, down from 2,724 in FY 17.
- The County provides in-kind support to the College. The buildings are County properties. Utilities and maintenance of these buildings are provided through the County's Facilities budget as part of Public Works, and insurance is included in the County's Risk Management budget.
- The County provides in-kind support to the Carroll County Public Library for its facilities, which are County property, including maintenance, utilities, insurance, and health benefits.
- State funding to the Library and the College is expected to increase.

Budget Changes

- Carroll Community College – Adult Basic Education increases from FY 18 Original to Adjusted due to the transfer of Carroll Community College – Adult Education from the Grant Fund.
- Carroll Community College increases due to \$400,000 for salary adjustments and \$20,000 for dual-enrollment tuition waiver for private and homeschooled students.
- Carroll Community College – Entrepreneurship Program budget, established in FY 19, was previously included in Economic Development Administration.

Cable Regulatory Commission

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	135,410	142,180	142,180	149,290	5.00%	5.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$135,410	\$142,180	\$142,180	\$149,290	5.00%	5.00%
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

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

www.carrollcable.tv

Mission and Goals

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

Goals include:

- To serve the public interest
- To provide enhanced public benefits in franchising and regulation

Description

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

Program Highlights

- In 2016, the CRC negotiated a new Cable Franchise Agreement with Comcast, which will run through 2026.
- The new Franchise Agreement required Comcast to increase the number of residents eligible to connect to Comcast:
 - In 2017, Comcast laid cable passing nearly 1,000 residences and buildable lots.
 - Current in-progress builds by Comcast are expected to pass an additional 350 residences, completing the required franchise builds ahead of the Franchise Agreement schedule.

Carroll Community College

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	8,523,370	9,403,070	9,403,070	10,084,560	7.25%	7.25%
Capital	0	0	0	0	0.00%	0.00%
Total	\$8,523,370	\$9,403,070	\$9,403,070	\$10,084,560	7.25%	7.25%
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, Budget Analyst (410) 386-2082

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

Mission and Goals

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

Goals include:

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

Description

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.

In addition to the direct contribution of \$10.1M, the County provides the College with \$1.7M of in-kind services for maintenance and utility costs through the Bureau of Facilities. Other sources of revenue include \$11.2M from tuition and fees, \$8.5M from the State, and \$1.3M in other revenue.

FY 19 Revenue	Amount	% of Budget
Tuition and Fees	\$11,243,107	34.3%
County	10,084,560	30.7%
County In-Kind	1,691,800	5.2%
State Aid	8,517,740	26.0%
Other	1,274,208	3.9%
Total	\$32,811,415	100.0%

Program Highlights

20.1% of 2017 Carroll County's high school graduates enrolled at the College in fall 2017.

Budget Changes

Operating increases due to \$400,000 for salary adjustments and \$20,000 for dual-enrollment tuition waiver for private and homeschooled students.

Carroll Community College – Adult Education

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	300,000	0	284,040	284,040	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$300,000	\$0	\$284,040	\$284,040	0.00%	0.00%
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, Budget Analyst (410) 386-2082
<http://www.carrollcc.edu/>

Budget Changes

The change from Original to Adjusted is due to the transfer of Carroll Community College – Adult Education from the Grant Fund.

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. To that end, it is an educational program, as well as an economic and civic one, with a return on investment yield in the present and the future. According to the Commission on Adult Basic Education, "For every dollar invested in Adult Basic Education, a community receives \$60 back in increased income, property taxes, and savings on welfare and legal system expenses."

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

Program Highlights

The program tracks 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 19 Program Revenue	Amount
State Funding	\$287,372
County Match	\$284,040
Total	\$571,412

Carroll Comm. College – Entrepreneurship Program

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	0	0	0	215,000	100.00%	100.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$0	\$0	\$0	\$215,000	100.00%	100.00%
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

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

Mission and Goals

Carroll Community College Entrepreneurship Program provides leadership and operational oversight of all small business development activities in Carroll County.

Goals include:

- Articulate the mission and vision of small business development for the County
- Oversee all local planning and services for small business development in the County, including coordinating the local activities of America’s Small Business Development Center (SBDC)
- Provide counseling, educational, networking, and referral services for small business start-up and business growth
- Market resources of the College’s small business development program
- Develop and execute an annual marketing plan
- Communicate to the public changes and future direction of small business development
- Inform the County’s Department of Economic Development, Carroll County Chamber of Commerce, Carroll Technology Council, City and Town Managers, and business associations about small business development activities
- Participate in meetings of local municipalities for the purpose of planning, and providing small business development services to those in the municipalities
- Refer clients seeking start-up funding to County’s 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 dedicated matching funds

to Maryland’s Northern Region Small Business Development Center (SBDC) to deliver federally funded counseling and referral services, and provided funding to Carroll Community’s College’s MILLER *Resources for Entrepreneurs* to provide coordination of MILLER 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. Each of these organizations is contributing to the growth of small businesses and entrepreneurship in unique ways.

For FY19, Carroll County will further support entrepreneurs and small businesses by providing funding to Carroll Community College to achieve established priorities, maximize resources, and report results. The primary goals are to increase business start-ups and provide counseling, business assistance, and education. This work will culminate in job creation and small business growth, improved business success and an engaged local youth population.

Budget Changes

Carroll Community College – Entrepreneurship Program budget, established in FY 19, was previously included in Economic Development Administration. This funding is not included in Maintenance of Effort State reporting for Carroll Community College.

Community Media Center

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	640,700	717,920	717,920	740,970	3.21%	3.21%
Capital	0	0	0	0	0.00%	0.00%
Total	\$640,700	\$717,920	\$717,920	\$740,970	3.21%	3.21%
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
Heidi K. Pepin, Management and Budget Project Coordinator
(410) 386-2082
<http://www.carrollmediacenter.org>

Mission and Goals

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

Goals include:

- Meet the needs of all Public, Education, and Government (PEG) partners for PEG services including facility access, equipment, and marketing of local channels to the public
- Encourage and create content essential and relevant to Carroll's community
- 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

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, and 24 – Carroll County Government.

Program Highlights

- Developing a Certificate Pathway Training/Internship Program in Media Production in collaboration with Carroll Community College. Students will be introduced to the key

concepts and tactics necessary to take a multi-media project from concept to reality.

- In November 2016, CMC held its biennial Vollie Awards, an event to celebrate community producers and showcase local video production talents. Awards were presented in over 10 categories, including Best Local Documentary and Best Vodcast.
- As part of the Carroll County History Project, the CMC produced The Rock of Our Ancestors documentary. The program explores the history and challenges faced by small, local African-American churches and the impact of a church closing on the heritage and identity of a community.
- CMC helped celebrate a 150 year tradition by providing live coverage of the Westminster Memorial Day parade and observance. Channel 19 featured an Honor Roll of names of local men and women who gave their lives in the Vietnam and Korean conflicts.

Budget Changes

CMC's budget is based on projected revenue from the cable franchise fee. In FY 19, the budget increases to align with anticipated collections and is adjusted for actual revenues collected in FY 17.

Carroll County Public Library

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	3,679,955	1,540,000	1,540,000	1,551,660	0.76%	0.76%
Operating	8,473,830	8,727,890	8,727,890	9,009,360	3.22%	3.22%
Capital	0	0	0	0	0.00%	0.00%
Total	\$12,153,785	\$10,267,890	\$10,267,890	\$10,561,020	2.85%	2.85%
Total Without Benefits	\$8,473,830	\$8,727,890	\$8,727,890	\$9,009,360	3.22%	3.22%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

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

The library provides service through 3 mobile vans serving senior citizens and children in daycare centers.

Mission and Goals

The mission of the Carroll County Public Library (CCPL) is to connect our community with welcoming spaces, innovative resources and services, and educational experiences for lifetime enrichment.

FY 19 Revenue	Amount
County - Direct Funding	\$9,009,360
State Aid	1,032,000
Other	643,260
Total Revenue	\$10,684,620

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 connect community members to opportunities for educational, engaging, and enriching experiences that develop innovators, spark curiosity, engage our community with diverse programming, create a foundation for educational success, address emerging community needs, and support essential literacies

Program Highlights

- In FY 15 CCPL had the 2nd highest per capita circulation rate in Maryland at 23.75.
- In FY 17 CCPL circulated over 3.7 million items and provided access to 640,583 items.
- Registered borrowers totaled 96,386 in FY 17.

	FY 14	FY 15	FY 16	FY 17
Books	2,218,662	2,486,254	2,115,285	2,071,010
Video	910,512	910,413	864,618	799,414
Audio	419,372	385,335	338,601	288,171
Periodicals	64,926	58,838	53,981	46,373
Other	373,774	130,109	418,402	516,547
Total	3,987,246	3,970,949	3,790,887	3,721,515

Description

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

Budget Changes

Operating increases due to additional funding of \$24,780 for the minimum wage impact.

There are six full-service regional libraries:

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

Total County Funding

Department	Estimated Cost
Carroll County Public Library	\$9,009,360
OPEB	1,551,660
Health Benefits	2,548,000
Utilities	409,440
Building Maintenance	77,640
Total	\$13,596,100

*Public Safety and Corrections
Appropriations*

Public Safety and Corrections Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Circuit Court	\$2,364,590	\$2,334,060	\$2,331,380	\$2,379,960	1.97%	2.08%
Circuit Court Magistrates	635,083	492,300	487,530	499,930	1.55%	2.54%
Orphan's Court	57,201	60,510	60,510	60,510	0.00%	0.00%
Volunteer Community Service Program	251,816	206,710	206,710	211,670	2.40%	2.40%
Total Courts	\$3,308,690	\$3,093,580	\$3,086,130	\$3,152,070	1.89%	2.14%
Total Without Benefits	\$2,254,555	\$2,485,450	\$2,478,530	\$2,549,090	2.56%	2.85%

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Public Safety 911	\$4,315,902	\$5,666,500	\$5,663,850	\$6,284,650	10.91%	10.96%
Total Public Safety 911	\$4,315,902	\$5,666,500	\$5,663,850	\$6,284,650	10.91%	10.96%
Total Without Benefits	\$3,241,829	\$4,941,020	\$4,616,910	\$5,513,410	11.58%	19.42%

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Advocacy and Investigation Center	\$175,182	\$153,660	\$147,850	\$157,390	2.43%	6.45%
Detention Center	11,668,206	10,036,420	10,034,060	10,732,290	6.93%	6.96%
Sheriff's Office	15,283,459	12,097,620	12,001,040	14,082,030	16.40%	17.34%
Total Sheriff Services	\$27,126,846	\$22,287,700	\$22,182,950	\$24,971,710	12.04%	12.57%
Total Without Benefits	\$18,357,622	\$17,107,470	\$17,014,780	\$19,110,900	11.71%	12.32%

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
State's Attorney's Office	\$4,384,442	\$3,718,790	\$3,697,820	\$3,907,760	5.08%	5.68%
Total State's Attorney's Office	\$4,384,442	\$3,718,790	\$3,697,820	\$3,907,760	5.08%	5.68%
Total Without Benefits	\$2,893,669	\$2,881,080	\$2,861,600	\$3,001,760	4.19%	4.90%

Public Safety and Corrections Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Animal Control	\$1,125,800	\$992,680	\$992,680	\$990,410	-0.23%	-0.23%
EMS 24/7 Services	4,224,690	4,351,430	4,351,430	4,521,530	3.91%	3.91%
Length of Service Award Program	0	166,000	166,000	1,282,000	672.29%	672.29%
Volunteer Emergency Services Association	8,421,456	8,349,100	8,349,100	8,731,080	4.58%	4.58%
Volunteer Recruitment and Retention	0	300,000	300,000	0	-100.00%	-100.00%
Total Public Safety and Corrections Other	\$13,771,946	\$14,159,210	\$14,159,210	\$15,525,020	9.65%	9.65%
Total Without Benefits	\$13,476,584	\$13,749,210	\$13,749,210	\$15,405,660	12.05%	12.05%
Total Public Safety and Corrections	\$52,907,826	\$48,925,780	\$48,789,960	\$53,841,210	10.05%	10.35%
Total Without Benefits	\$40,224,258	\$41,164,230	\$40,721,030	\$45,580,820	10.73%	11.93%

Courts

Courts Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Circuit Court	\$2,364,590	\$2,334,060	\$2,331,380	\$2,379,960	1.97%	2.08%
Circuit Court Magistrates	635,083	492,300	487,530	499,930	1.55%	2.54%
Orphan's Court	57,201	60,510	60,510	60,510	0.00%	0.00%
Volunteer Community Service Program	251,816	206,710	206,710	211,670	2.40%	2.40%
Total Courts	\$3,308,690	\$3,093,580	\$3,086,130	\$3,152,070	1.89%	2.14%
Total Without Benefits	\$2,254,555	\$2,485,450	\$2,478,530	\$2,549,090	2.56%	2.85%

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

Budget Changes

The overall decrease from FY 18 Original to Adjusted is due to salary adjustments.

Circuit Court

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$1,548,112	\$1,761,850	\$1,759,360	\$1,812,960	2.90%	3.05%
Benefits	693,870	426,520	426,330	420,190	-1.48%	-1.44%
Operating	118,895	143,880	143,880	143,000	-0.61%	-0.61%
Capital	3,713	1,810	1,810	3,810	110.50%	110.50%
Total	\$2,364,590	\$2,334,060	\$2,331,380	\$2,379,960	1.97%	2.08%
Total Without Benefits	\$1,670,720	\$1,907,540	\$1,905,050	\$1,959,770	2.74%	2.87%
Employees FTE	35.10	35.10	35.10	35.10	-----	-----

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

Contact

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

Chizuko M. Godwin, Budget Analyst (410) 386-2082
<http://ccgoverment.carr.org/ccg/circuit-court/Default.aspx>

Mission

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

Description

The Circuit Court is a trial court of general jurisdiction, which handles major civil cases and serious criminal matters, 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

- Juror terms continue to be one week in order to minimize the economic impact to the citizens of Carroll County.
- Completed implementation of the State-mandated Maryland Electronic Courts case-management systems (MDEC) in April 2018.
- Major revision and completion of the Court's Family and Non-Family Civil Differentiated Case Management (DCM) as well as implementation of a new Criminal DCM.

Budget Changes

- A 3.0% salary increase is included in FY 19.
- Capital increases due to additional furniture and replacement office machines.

Total County Funding

Department	Estimated Cost
Circuit Court	\$2,379,960
Health Benefits	309,400
Public Safety	1,320
Utilities	230,690
Building Maintenance	160,700
Technology Support	52,030
Grant's Cash Match	54,480
Total	\$3,188,580

Circuit Court Magistrates

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$380,786	\$368,070	\$363,640	\$374,550	1.76%	3.00%
Benefits	247,061	117,610	117,270	118,300	0.59%	0.88%
Operating	7,236	6,620	6,620	7,080	6.95%	6.95%
Capital	0	0	0	0	0.00%	0.00%
Total	\$635,083	\$492,300	\$487,530	\$499,930	1.55%	2.54%
Total Without Benefits	\$388,022	\$374,690	\$370,260	\$381,630	1.85%	3.07%
Employees FTE	6.00	6.00	5.76	5.76	-----	-----

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

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

Chizuko M. Godwin, Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/circuit-court/judges.aspx>

Mission

To see that children are given the appropriate services to assist them, and that all children involved in delinquent behavior receive intervention from appropriate agencies.

Description

The Juvenile Court functions as part of the Circuit Court and the Circuit Court Magistrates preside over the hearings. 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

- A 3.0% salary increase is included in FY 19.
- Operating increases due to books and subscriptions.

Total County Funding

Title	Estimated Cost
Circuit Court Magistrates	\$499,930
Health Benefits	109,200
Total	\$609,130

Orphan's Court

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$46,681	\$46,500	\$46,500	\$46,500	0.00%	0.00%
Benefits	9,728	12,050	12,050	12,050	0.00%	0.00%
Operating	792	1,960	1,960	1,960	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$57,201	\$60,510	\$60,510	\$60,510	0.00%	0.00%
Total Without Benefits	\$47,473	\$48,460	\$48,460	\$48,460	0.00%	0.00%
Employees FTE	3.00	3.00	3.00	3.00	-----	-----

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

Contact

The Honorable Catherine E. Reese, Chief Judge

(410) 386-2086

Chizuko M. Godwin, Budget Analyst (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 distribute the 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 Orphan's 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.

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

Volunteer Community Service Program

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$145,182	\$148,950	\$148,950	\$153,420	3.00%	3.00%
Benefits	103,477	51,950	51,950	52,440	0.94%	0.94%
Operating	3,158	5,810	5,810	5,810	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$251,816	\$206,710	\$206,710	\$211,670	2.40%	2.40%
Total Without Benefits	\$148,339	\$154,760	\$154,760	\$159,230	2.89%	2.89%
Employees FTE	3.00	3.00	3.00	3.00	-----	-----

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

Contact

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

Chizuko M. Godwin, Budget Analyst (410) 386-2082
<http://ccgovernments.carr.org/ccg/circuit-court/vcsp.aspx>

Mission and Goals

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

Goals include:

- To assist offenders in finding opportunities to perform court-ordered community service at private 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
- Utilizing work as a rehabilitation tool
- Making clients personally accountable for their actions
- Supplying manpower to public and private non-profit agencies

Program Highlights

Since the inception of the program in 1980 through November 2017, a total of 33,422 volunteers have been referred to the program and volunteered a total of 1,386,224 hours.

Budget Changes

A 3.0% salary increase is included in FY 19.

Total County Funding

Title	Estimated Cost
Volunteer Community Service Program	\$211,670
Health Benefits	54,600
Fleet	26,470
Total	\$292,740

Public Safety 911

Public Safety 911 Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Public Safety 911	\$4,315,902	\$5,666,500	\$5,663,850	\$6,145,630	8.46%	8.51%
Total Public Safety 911	\$4,315,902	\$5,666,500	\$5,663,850	\$6,145,630	8.46%	8.51%
Total Without Benefits	\$3,241,829	\$4,941,020	\$4,616,910	\$5,374,390	8.77%	16.41%

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 20,762 Fire, Emergency Medical, and Rescue incidents in calendar year 2017.

	CY 12	CY 13	CY 14	CY 15	CY 16	CY 17
Fire	2,594	2,612	2,875	2,456	2,241	2,348
EMS	13,052	13,259	13,267	14,827	14,737	15,159
Rescue	1,060	1,066	1,054	1,081	1,113	1,128
Mutual Aid	2,025	1,849	2,054	2,164	2,244	2,127
Total	18,731	18,786	19,250	20,528	20,335	20,762

Budget Changes

Public Safety 911 increases due to improvements in computer-aided dispatch, records management and field reporting systems used by Public Safety, Sheriff's Office, Detention Center, and VESA; upgrade for the communications radio system; and consulting fees.

Public Safety 911

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$1,861,393	\$2,236,170	\$2,233,700	\$2,297,340	2.74%	2.85%
Benefits	1,074,072	725,480	725,300	771,240	6.31%	6.33%
Operating	1,277,908	2,578,470	2,578,470	2,936,500	13.89%	13.89%
Capital	102,529	126,380	126,380	140,550	11.21%	11.21%
Total	\$4,315,902	\$5,666,500	\$5,663,850	\$6,145,630	8.46%	8.51%
Without Benefits	\$3,241,829	\$4,941,020	\$4,616,910	\$5,374,390	8.77%	16.41%
Employees FTE	41.70	42.70	42.45	44.45	-----	-----

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

Contact

Scott Campbell, Director (410) 386-2261
Lynn Karr, Senior Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/pubsafe/>

Mission and Goals

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

Goals include:

- Reliable, responsive, and accurate assistance to all persons calling 911, in a professional, timely, and courteous manner, by highly trained personnel
- Provide 911 callers with pre-arrival instructions appropriate to the emergency they are reporting, including emergency medical, fire, and 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
- Continually maintain and improve the support of the Carroll County Volunteer Emergency Services Association (VESA) and its member Volunteer Fire Departments
- Continually maintain and improve the support of Carroll County's law enforcement community to include individual law enforcement agencies, their leaders, and personnel

Description

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

Program Highlights

- Continued planning for County's implementation of Next Generation 911.
- Handled dispatch and radio communications for all Fire, Rescue, and Emergency Medical Services (EMS) incidents occurring in Carroll County, as well as all law enforcement activity for the Sheriff's Office, Hampstead Police Department, and Manchester Police Department. Added Mt. Airy Police Department dispatch as of October 1, 2017.
- Constructed a 30,000 gallon underground water storage tank in Eldersburg for regional fire protection.
- Hosted the 12th Annual Emergency Preparedness Expo on September 23, 2017. The Expo is part of the Preparedness Month celebration in Carroll County, and provides an opportunity for individuals and families to become familiar with the many aspects of emergency preparedness, response, and recovery through live demonstrations, static displays, and informational exhibits.

Budget Changes

- A 3% salary increase is included in FY 19.
- Benefits increase due to OPEB allocations.
- Operating increases due to improvements in computer-aided dispatch, records management and field reporting systems used by Public Safety, Sheriff's Office, Detention Center, and VESA; Standard User Agreement upgrade for the communications radio system; and consulting fees.
- Capital increases for battery banks at communication towers.

Sheriff's Office

Sheriff's Office Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Advocacy and Investigation Center	\$175,182	\$153,660	\$147,850	\$157,390	2.43%	6.45%
Detention Center	11,668,206	10,036,420	10,034,060	10,732,290	6.93%	6.96%
Sheriff's Office	15,283,459	12,097,620	12,001,040	14,082,030	16.40%	17.34%
Total Sheriff Services	\$27,126,846	\$22,287,700	\$22,182,950	\$24,971,710	12.04%	12.57%
Total Without Benefits	\$18,357,622	\$17,107,470	\$17,014,780	\$19,110,900	11.71%	12.32%

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. Members are committed to partnerships with community, professional, and government associates promoting the quality of life. The Detention Center administration and staff are dedicated to providing correctional programs meeting all applicable County, State, and Federal standards.

Goals include:

- Promoting professional development and wellness
- Implementing new technologies that enhance public safety communications and information sharing
- Promoting service excellence through continued maintenance of 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 over the Department.
- In addition to direct funding to Sheriff Services, the County also provides in-kind support, including health benefits, public safety support, vehicles and maintenance, technology services and support, worker's compensation, and other insurance coverage.
- 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 partnership with the Carroll County Public Schools and the Carroll County Commissioners, 10 School Resource Officers have been added for FY 19, with an additional 10 positions planned in FY 20, for increased law enforcement presence in schools.

Budget Changes

- The overall decrease from FY 18 Original to Adjusted is due to employee turnover and the elimination of a position due to the termination of Resident Deputy Services in New Windsor.
- The overall increase in FY 19 is due to improvements to the pension plan for the Correctional Deputies implemented in FY 18, replacement equipment for the Detention Center, 10 School Resource Officers, and the creation of the entry-level training academy for the Sheriff's Office.

CCAIC

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$92,675	\$99,490	\$94,100	\$103,160	3.69%	9.63%
Benefits	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%
Total	\$175,182	\$153,660	\$147,850	\$157,390	2.43%	6.45%
Total Without Benefits	\$112,134	\$122,880	\$117,490	\$126,550	2.99%	7.71%
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 Service, are all organized to work together from a victim advocacy perspective.

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to employee turnover.
- A 9.0% salary increase is included in FY 19.

Total County Funding

Department	Estimated Cost
CC Advocacy and Investigation Center	\$157,390
Health Benefits	36,400
Technology Support	600
Fleet	3,000
Total	\$197,390

Detention Center

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$5,762,086	\$5,880,290	\$5,817,900	\$6,332,200	7.69%	8.84%
Benefits	3,635,818	2,247,540	2,242,770	2,400,630	6.81%	7.04%
Operating	2,172,709	1,888,190	1,952,990	1,935,810	2.52%	-0.88%
Capital	97,593	20,400	20,400	63,650	212.01%	212.01%
Total	\$11,668,206	\$10,036,420	\$10,034,060	\$10,732,290	6.93%	6.96%
Total Without Benefits	\$8,032,388	\$7,788,880	\$7,791,290	\$8,331,660	6.97%	6.94%
Employees FTE	109.50	109.50	109.50	109.50	-----	-----

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

Contact

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

Mission and Goals

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

Goals include:

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

Description

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

Budget Changes

- Personnel decreases from FY 18 Original to Adjusted due to employee turnover.
- Operating increases from FY 18 Original to Adjusted due to contractual offsite housing of inmates.
- A 9.0% salary increase is included in FY 19.
- Benefits increase due to improvements to the pension plan for Correctional Deputies implemented in FY 18.
- Operating increases from FY 18 Original to FY 19 Budget due to home monitoring equipment, offset by lower than planned prescription and medical service.
- Capital increases due to the purchase of replacement cameras and kitchen equipment.

Total County Funding to Detention Center

Department	Estimated Cost
Detention Center	\$10,732,290
Health Benefits	1,865,500
Public Safety	85,400
Utilities	169,780
Building Maintenance	224,020
Technology Support	19,100
Fleet	144,700
Total	\$13,027,570

Sheriff's Office

Description	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 17	Budget FY 18	Budget FY 18	Budget FY 19	From Orig. FY 18	From Adj. FY 18
Personnel	\$8,243,607	\$8,531,050	\$8,441,340	\$9,819,400	15.10%	16.33%
Benefits	5,070,359	2,901,910	2,895,040	3,429,340	18.18%	18.46%
Operating	1,502,830	663,460	663,460	822,090	23.91%	23.91%
Capital	466,662	1,200	1,200	11,200	833.33%	833.33%
Total	\$15,283,459	\$12,097,620	\$12,001,040	\$14,082,030	16.40%	17.34%
Total Without Benefits	\$10,213,099	\$9,195,710	\$9,106,000	\$10,652,690	15.84%	16.99%
Employees FTE	153.25	153.25	152.25	162.25	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenses. 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
<http://ccgovernment.carr.org/ccg/sheriff>

Mission and Goals

The Sheriff's Office is committed to safeguarding 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

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

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

Program Highlights

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 partnership with the Carroll County Public Schools and the Carroll County Commissioners, 10 School Resource Officers have been added for FY 19 as part of a Security Plan. An additional 10 positions are planned in FY 20. Deputies will interact with students and faculty while also acting as a visible deterrent to criminal activity.

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to employee turnover and the elimination of a position due to the termination of Resident Deputy Services in New Windsor.
- The overall increase in FY 19 is due to the addition of 10 School Resource Officers.
- A 9.0% salary increase is included in FY 19.
- Operating increases for the creation of an entry-level training academy and the ongoing purchase of additional ammunition, offset by a decrease in dues and memberships.

Total County Funding to Sheriff's Office

Department	Estimated Cost
Sheriff's Office	\$14,082,030
Health Benefits	2,620,800
Public Safety	274,700
Utilities	44,880
Building Maintenance	135,700
Building Leases	33,000
Technology Support	124,600
Fleet	1,003,900
Grant Cash Match	110,950
Total	\$18,741,370

State's Attorney

State's Attorney's Office Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
State's Attorney's Office	\$4,384,442	\$3,718,790	\$3,697,820	\$3,907,760	5.08%	5.68%
Total State's Attorney's Office	\$4,384,442	\$3,718,790	\$3,697,820	\$3,907,760	5.08%	5.68%
Total Without Benefits	\$2,893,669	\$2,881,080	\$2,861,600	\$3,001,760	4.19%	4.90%

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 to enhance the security of our community.
- Strive to protect the rights of victims, seek restitution, and provide compassion and appropriate resources for those impacted by crime.

Highlights, Changes, and Useful Information

- The State's Attorney is elected by the voters of Carroll County. While the Commissioners have a legal requirement to adequately fund the constitutional functions of the office, they do not have operational authority over the office.
- In addition to direct funding to the State's Attorney's Office, the County also provides in-kind support, including health benefits, building maintenance, vehicles and maintenance, technology services and support, and Personnel Services' staff.
- An additional Drug Treatment and Education Liaison was included in FY 18.

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to salary adjustments and employee turnover.
- The increase in FY 19 is due to the addition of a full-time Drug Court Prosecutor.

State's Attorney's Office

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$2,561,887	\$2,707,670	\$2,688,190	\$2,822,230	4.23%	4.99%
Benefits	1,490,773	837,710	836,220	906,000	8.15%	8.34%
Operating	271,512	166,690	166,690	176,330	5.78%	5.78%
Capital	60,269	6,720	6,720	3,200	-52.38%	-52.38%
Total	\$4,384,442	\$3,718,790	\$3,697,820	\$3,907,760	5.08%	5.68%
Total Without Benefits	\$2,893,669	\$2,881,080	\$2,861,600	\$3,001,760	4.19%	4.90%
Employees FTE	43.62	44.62	44.62	45.42	-----	-----

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

Brian DeLeonardo, State's Attorney (410) 386-2671

Chizuko Godwin, Budget Analyst (410) 386-2082

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

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 both a constitutional and a statutory mandate to effectively prosecute all potential criminal cases that arise within Carroll County, with cases ranging from traffic violations to murder. The State's Attorney is elected for a four-year term and heads a team of prosecutors, victim advocates, case managers, investigators, and other administrative staff seeking justice in all criminal cases that occur in the County.

Program Highlights

- An additional Drug Treatment and Education Liaison was included in FY 18.
- SAO completed e-discovery installation, allowing electronic discovery transmissions to Public Defenders and private members of the bar.
- 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 3% salary increase, a legislated salary adjustment for State's Attorney, and the addition of a full-time Drug Court Prosecutor.
- Capital decreases due to one-time furniture and equipment replacement in FY 18.

Total County Funding

Department	Estimated Cost
State's Attorney's Office	\$3,907,760
Health Benefits	691,600
Utilities	26,200
Technology Support	47,350
Fleet Management	15,080
Public Safety	23,400
Grant Cash Match	74,060
Total	\$4,759,250

Public Safety and Corrections Other

Public Safety and Corrections Other Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Animal Control	\$1,125,800	\$992,680	\$992,680	\$990,410	-0.23%	-0.23%
EMS 24/7 Services	4,224,690	4,351,430	4,351,430	4,521,530	3.91%	3.91%
Length of Service Award Program	0	166,000	166,000	1,282,000	672.29%	672.29%
Volunteer Emergency Services Association	8,421,456	8,349,100	8,349,100	8,731,080	4.58%	4.58%
Volunteer Recruitment and Retention	0	300,000	300,000	0	-100.00%	-100.00%
Total Public Safety and Corrections Other	\$13,771,946	\$14,159,210	\$14,159,210	\$15,525,020	9.65%	9.65%
Total Without Benefits	\$13,476,584	\$13,749,210	\$13,749,210	\$15,405,660	12.05%	12.05%

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

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

Budget Changes

- Animal Control decreases due to a vehicle replacement in FY 18.
- Length of Service Award Program increases due to a 5-year plan approved by the Board of Commissioners to increase the base benefit by \$10/month for each of the next 5 years, or from \$125 per month in FY 17 to \$175 per month in FY 22. The base payout in FY 19 increases from \$135 to \$145 per month. FY 19 includes \$1.0M one-time funding to reduce the unfunded liability.
- Volunteer Emergency Services Association includes a 2.5% increase on base funding, as well as \$478,000 one-time funding for self-contained breathing apparatus for three fire companies.
- Volunteer Recruitment and Retention included one-time funding in FY 18 to provide incentives for volunteer firefighters and emergency services personnel.

Animal Control

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	295,362	110,000	110,000	119,360	8.51%	8.51%
Operating	830,438	882,680	882,680	871,050	-1.32%	-1.32%
Capital	0	0	0	0	0.00%	0.00%
Total	\$1,125,800	\$992,680	\$992,680	\$990,410	-0.23%	-0.23%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Karen Baker, Executive Director
Humane Society of Carroll County (410) 848-4810
Chizuko M. Godwin, Budget Analyst (410) 386-2082
<https://hscarroll.org/>

Mission and Goals

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

Goals include:

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

Description

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

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

Animal Control Officers investigate all complaints of cruelty and neglect 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.

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

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

Program Highlights

During calendar year 2017:

- Maintained over 95% alive rate
- Implemented new youth outreach programs, including a summer day camp
- Sprayed/neutered over 1,000 Carroll County farm cats through CatSnip program
- Partnered with Metro Ferals to increase spay/neuter services, offering free and low cost services to the public

Budget Changes

- Benefits increase due to OPEB allocations.
- Operating decreases due to a replacement vehicle in FY 18.

EMS 24/7 Services

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	4,224,690	4,351,430	4,351,430	4,521,530	3.91%	3.91%
Capital	0	0	0	0	0.00%	0.00%
Total	\$4,224,690	\$4,351,430	\$4,351,430	\$4,521,530	3.91%	3.91%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Dennis Brothers, President, VESA (410) 848-1488

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

<http://www.cvesa.org>

Mission and Goals

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.

Budget Changes

A 3.9% increase is included for FY 19, offset by a corresponding decrease in VESA funding.

Length of Service Award Program

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	166,000	166,000	1,282,000	672.29%	672.29%
Operating	0	0	0	0	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	0	166,000	166,000	1,282,000	672.29%	672.29%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

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

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

Description

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

Budget Changes

- The Board of Commissioners approved a 5-year plan to increase the base benefit by \$10/month for each of the next 5 years, or from \$125 per month in FY 17 to \$175 per month in FY 22. The base payout in FY 19 increases from \$135 to \$145 per month.
- FY 19 includes \$1.0M one-time funding to reduce the unfunded liability.

Volunteer Emergency Services Association

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	373,456	312,500	312,500	315,000	0.80%	0.80%
Operating	8,048,000	8,036,600	8,036,600	8,416,080	4.72%	4.72%
Capital	0	0	0	0	0.00%	0.00%
Total	\$8,421,456	\$8,349,100	\$8,349,100	\$8,731,080	4.58%	4.58%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

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

Budget Changes

Operating increases due to a 2.5% increase on base funding and one-time funding of \$478,000 in FY 19 for self-contained breathing apparatus for three fire companies.

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.

Total County Funding

Department	Estimated Cost
VESA	\$8,731,080
Public Safety	232,700
Total	\$8,963,780

Description

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

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

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

Program Highlights

The 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 15	CY 16	CY 17
Fire	2,456	2,241	2,348
EMS	14,827	14,737	15,159
Rescue	1,081	1,113	1,128
Mutual Aid	2,164	2,244	2,127
Total	20,528	20,335	20,762

Volunteer Recruitment and Retention

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	0	300,000	300,000	0	-100.00%	-100.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$0	\$300,000	\$300,000	\$0	-100.00%	-100.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

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

Description

The Volunteer Recruitment and Retention program was established to provide incentives for volunteer firefighters and emergency services personnel. Program details are being recommended by the Carroll County Volunteer Emergency Services Work Group, which consists of members from CCVESA and Carroll County Government staff. The Board of Commissioners will make final decisions about program details and distributions.

Budget Changes

The Board of Commissioners included one-time funding in FY 18 to address recruitment and retention of volunteer firefighters and emergency services personnel.

Public Works Appropriations

Public Works Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Public Works Administration	\$1,154,436	\$1,066,910	\$1,101,560	\$929,350	-12.89%	-15.63%
Building Construction	287,043	338,970	343,870	365,000	7.68%	6.14%
Engineering Administration	487,296	427,180	426,420	438,120	2.56%	2.74%
Engineering Construction Inspection	515,176	437,630	441,520	469,620	7.31%	6.36%
Engineering Design	447,538	393,270	365,250	373,070	-5.14%	2.14%
Engineering Survey	420,539	303,600	302,230	327,900	8.00%	8.49%
Facilities	9,671,846	11,139,510	11,055,560	11,425,530	2.57%	3.35%
Fleet Management	3,740,652	7,677,590	7,673,780	8,098,610	5.48%	5.54%
Permits and Inspections	2,023,832	1,644,900	1,557,200	1,596,300	-2.95%	2.51%
Roads Operations	11,094,079	8,390,040	8,301,170	8,499,020	1.30%	2.38%
Storm Emergencies	1,361,878	2,240,220	2,240,220	2,292,040	2.31%	2.31%
Traffic Control	307,540	382,470	382,470	419,280	9.62%	9.62%
Transit Administration	0	0	0	162,700	100.00%	100.00%
Veteran Transit Services	0	0	0	102,000	100.00%	100.00%
Total Public Works	\$31,511,855	\$34,442,290	\$34,191,250	\$35,498,540	3.07%	3.82%
Total Without Benefits	\$23,779,589	\$30,134,140	\$29,900,550	\$31,097,240	3.20%	4.00%

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 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, sanitary, and solid waste 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

- The overall decrease from FY 18 Original to Adjusted is due to employee turnover, salary adjustments, and the transfer of a position from Permits and Inspections to Citizen Services.
- Fleet Management increases in FY 19 due to vehicles for the ten additional School Resource Officer positions.
- Budgets for Veteran Transit Services and Transit Administration are included in FY 19. Veteran Transit Services was previously included in Public Works Administration and Transit Administration is being transferred from the Grant Fund.

Public Works Administration

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$447,895	\$473,880	\$506,060	\$447,640	-5.54%	-11.54%
Benefits	545,724	468,000	470,470	452,700	-3.27%	-3.78%
Operating	139,716	125,030	125,030	29,010	-76.80%	-76.80%
Capital	21,101	0	0	0	0.00%	0.00%
Total	\$1,154,436	\$1,066,910	\$1,101,560	\$929,350	-12.89%	-15.63%
Total Without Benefits	\$608,712	\$598,910	\$631,090	\$476,650	20.41%	-24.47%
Employees FTE	6.95	6.95	7.00	6.45	-----	-----

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

Jeffrey D. Castonguay, Director (410) 386-2248
Heidi K. Pepin, Management and Budget Project Coordinator
(410) 386-2082
<http://ccgovernment.carr.org/ccg/pubworks/default.asp>

Mission and Goals

The Department of Public Works is dedicated to 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 bureaus:

- 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 18 Original to Adjusted is due to employee turnover and personnel allocation changes.
- Personnel decreases due to a 3.0% salary adjustment offset by personnel allocation changes.
- Operating decreases due to the transfer of Veteran Transit Services to a separate budget in Public Works.

Building Construction

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$182,732	\$251,590	\$256,150	\$263,840	4.87%	3.00%
Benefits	91,822	67,370	67,710	79,390	17.84%	17.25%
Operating	12,235	20,010	20,010	21,770	8.80%	8.80%
Capital	254	0	0	0	0.00%	0.00%
Total	\$287,043	\$338,970	\$343,870	\$365,000	7.68%	6.14%
Total Without Benefits	\$195,221	\$271,600	\$276,160	\$285,610	-5.16%	3.42%
Employees FTE	3.00	4.00	4.00	4.00	-----	-----

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

Contact

Jeffrey D. Castonguay, Director (410) 386-2248
 Taylor Hockensmith, Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/buildcon/default.asp>

Mission and Goals

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

Goals include:

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

Description

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

Recent construction management projects include:

- Maryland Electronic Courts (MDEC) upgrade
- Krimgold and Leister Parks
- Piney Run Dam Repairs
- Public Safety Training Center
- Union Mills Homestead Restoration

Budget Changes

- The increase from FY 18 Original to Adjusted is due to salary adjustments.
- A 3.0% salary increase is included in FY 19.
- Benefits increase due to costs associated with the new Project Manager position included in FY 18.
- Operating increases for professional development.

Engineering Administration

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$306,654	\$318,310	\$317,610	\$327,140	2.77%	3.00%
Benefits	167,941	96,030	95,970	97,310	1.33%	1.40%
Operating	13,452	12,840	12,840	13,670	6.46%	6.46%
Capital	(750)	0	0	0	0.00%	0.00%
Total	\$487,296	\$427,180	\$426,420	\$438,120	2.56%	2.74%
Total Without Benefits	\$319,355	\$331,150	\$330,450	\$340,810	-2.92%	3.14%
Employees FTE	4.75	4.75	4.75	4.75	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. 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
<http://ccgovernment.carr.org/ccg/engineer/>

Mission and Goals

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

Goals include:

- Maintain accurate accounting of spending for operating and capital budgets
- Provide 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 the Public Works community investment projects via project information letters, press releases, and the County website

Description

Engineering Administration directs the operations of the following divisions:

- Construction Inspection
- Design
- Survey

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

- Bridges
- Roads
- Storm drains

Program Highlights

- During 2017, the Bureau administered eight projects, including five roadway and pipe culvert construction projects, traffic barrier improvements, improvements to John Pickett Road, and White Rock Road bridge replacement.
- GIS staff worked on data input, updates, and analysis in 2017 for Traffic Engineering, Roads, and Utilities. All requests were uploaded and checked into the GIS system within the five-day timeframe.
- Review and processing time for 87 prequalification certificates was within the 20-day goal.

Budget Changes

- A 3.0% salary increase is included in FY 19.
- Operating increases for professional development.

Engineering Construction Inspection

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$291,447	\$331,760	\$335,380	\$350,690	5.71%	4.56%
Benefits	174,270	100,090	100,360	112,260	12.16%	11.86%
Operating	49,460	5,780	5,780	6,670	15.40%	15.40%
Capital	0	0	0	0	0.00%	0.00%
Total	\$515,176	\$437,630	\$441,520	\$469,620	7.31%	6.36%
Total Without Benefits	\$340,907	\$337,540	\$341,160	\$357,360	-5.87%	4.75%
Employees FTE	5.00	6.00	6.00	6.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. 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
<http://ccgovernment.carr.org/ccg/engineer/>

Mission and Goals

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

Goals include:

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

Description

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

Program Highlights

This division inspected the following projects in 2017:

- Replacement of the White Rock Road bridge structure with a triple cell reinforced concrete box culvert
- Overlay projects on 57 roadways, consisting of more than 44 miles
- Ninety-two pipe culvert crossings

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

- Castle Farms
- Hewitt's Landing
- Hidden Creek
- Klees Mill Overlook
- Morgan Creek
- Offutt Place
- Wilson Farms

Budget Changes

- Personnel increases due to a 3.0% salary adjustment and additional overtime costs in FY 19.
- Benefits increase due to costs associated with the new Construction Inspector position included in FY 18.
- Operating increases for a one-time purchase of replacement uniforms.

Engineering Design

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$272,904	\$291,190	\$265,160	\$273,120	-6.21%	3.00%
Benefits	170,818	94,980	92,990	92,470	-2.64%	-0.56%
Operating	3,817	7,100	7,100	7,480	5.35%	5.35%
Capital	0	0	0	0	0.00%	0.00%
Total	\$447,538	\$393,270	\$365,250	\$373,070	-5.14%	2.14%
Total Without Benefits	\$276,720	\$298,290	\$272,260	\$280,600	5.93%	3.06%
Employees FTE	5.00	5.00	5.00	5.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. 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
<http://ccgovernment.carr.org/ccg/engineer/>

Mission and Goals

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

Goals include:

- Prepare accurate, buildable construction drawings, specifications, and cost estimates
- 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

- As of 2016, the PCI for the roadway network remains in the satisfactory range with an overall rating of 77.
- During 2017, the bureau designed, advertised, and constructed three pavement management projects, two pipe culvert preservation projects, one traffic barrier improvement project, and improvements to John Pickett Road.
- During 2018, approximately 46 miles of roadway will be resurfaced and 62 pipe culverts and storm drain sections will be repaired or replaced.

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to employee turnover.
- A 3.0% salary increase is included in FY 19.
- Operating increases due to professional development.

Engineering Survey

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$206,865	\$212,540	\$211,270	\$217,610	2.39%	3.00%
Benefits	167,927	81,680	81,580	82,180	0.61%	0.74%
Operating	16,764	9,380	9,380	9,110	-2.88%	-2.88%
Capital	28,983	0	0	19,000	100.00%	100.00%
Total	\$420,539	\$303,600	\$302,230	\$327,900	8.00%	8.49%
Total Without Benefits	\$252,612	\$221,920	\$220,650	\$245,720	-10.72%	11.36%
Employees FTE	5.00	5.00	5.00	5.00	-----	-----

Note: Actuals include a health and fringe allocation and other operating expenditures. Adjusted Budget includes budget changes made during the year. 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
<http://ccgoverment.carr.org/ccg/engineer/>

Budget Changes

- A 3.0% salary increase is included in FY 19.
- Operating decreases due to the purchase of replacement jackets in FY 18.
- Capital increases for the one-time purchase of a replacement GPS unit.

Mission and Goals

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

Goals include:

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

Description

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

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

Program Highlights

In FY 17, Engineering Survey performed 448 surveys, a 10% increase from the prior year. The Bureaus of Resource Management, Engineering, and Roads Operations account for the majority of the workload.

Facilities

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$2,274,647	\$2,528,750	\$2,450,760	\$2,544,320	0.62%	3.82%
Benefits	1,655,438	895,780	889,820	954,500	6.56%	7.27%
Operating	5,721,747	7,669,680	7,669,680	7,883,730	2.79%	2.79%
Capital	20,015	45,300	45,300	42,980	-5.12%	-5.12%
Total	\$9,671,846	\$11,139,510	\$11,055,560	\$11,425,530	2.57%	3.35%
Total Without Benefits	\$8,016,408	\$10,243,730	\$10,165,740	\$10,471,030	-2.22%	3.00%
Employees FTE	55.50	58.50	58.50	59.00	-----	-----

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

Contact

Jeffrey D. Castonguay, Director (410) 386-2248
 Taylor Hockensmith, Budget Analyst (410) 386-2082
<http://ccgovernance.carr.org/ccg/facility/>

Mission and Goals

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

Goals include:

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

Description

The Bureau of Facilities provides maintenance, repairs, and renovations for buildings at 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
- Storm water and recreational ponds
- Snow removal
- Rental management
- Construction and remodeling
- Athletic fields

Program Highlights

Recent projects include:

- Replacement of the cooling tower at the Courthouse Annex
- Repairs and repainting of the BERC Building stairs
- ADA renovations of the Business Office at Carroll Community College
- Flush valve installation at the Detention Center

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to employee turnover.
- Personnel increases due to a 3.0% salary adjustment and the addition of summer interns from Carroll County Career and Technology Center.

Fleet Management

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$1,006,060	\$1,081,430	\$1,077,890	\$1,107,240	2.39%	2.72%
Benefits	738,773	402,860	402,590	406,120	0.81%	0.88%
Operating	2,050,001	3,911,550	3,911,550	3,926,550	0.38%	0.38%
Capital	(54,181)	2,281,750	2,281,750	2,184,800	-4.25%	-4.25%
Total	\$3,740,652	\$7,677,590	\$7,673,780	\$7,624,710	-0.69%	-0.64%
Total Without Benefits	\$3,001,879	\$7,274,730	\$7,271,190	\$7,218,590	0.77%	-0.72%
Employees FTE	24.00	24.00	24.00	24.00	-----	-----

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

Contact

Jeffrey D. Castonguay, Director (410) 386-2248
 Stephanie R. Krome, Budget Analyst (410) 386-2082
<http://ccgoverment.carr.org/ccg/fleetmgt/default.asp>

Mission and Goals

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

Goals include:

- Maintain vehicles through assertive 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 14	FY 15	FY 16	FY 17
\$1,354,962	\$1,228,561	\$1,093,150	\$1,045,472

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to employee turnover.
- A 3% salary increase is included in FY 19.

- Capital includes the following replacement vehicles and equipment:

Replacement Type	Number	Amount
Car	3	76,200
Crack Sealer	1	48,000
Dump Truck	5	685,000
Mowers/Tractors	7	265,000
Patrol SUV	8	337,100
Service Truck	1	130,000
Shop Equipment	1	20,000
SUV	7	207,400
Trailer	1	15,000
Truck	9	385,600
Van	6	212,000
Vehicle Equipment	1	19,000
Wet Systems - Dump Trucks	4	20,000
Total	54	\$2,420,300

- Capital includes the following additional vehicles and equipment:

Additional Type	Number	Amount
Patrol SUV	10	436,000
Radar Units	10	17,900
SUV	1	36,000
Truck	2	58,500
Total	3	\$548,400

Permits and Inspections

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$1,124,407	\$1,191,970	\$1,110,500	\$1,145,010	-3.94%	3.11%
Benefits	814,893	421,310	415,080	415,170	-1.46%	0.02%
Operating	82,304	25,380	25,380	36,120	42.32%	42.32%
Capital	2,228	6,240	6,240	0	-100.00%	-100.00%
Total	\$2,023,832	\$1,644,900	\$1,557,200	\$1,596,300	-2.95%	2.51%
Total Without Benefits	\$1,208,939	\$1,223,590	\$1,142,120	\$1,181,130	3.47%	3.42%
Employees FTE	24.00	24.60	23.60	23.60	-----	-----

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

Jeffrey D. Castonguay, Director (410) 386-2248
 Taylor Hockensmith, Budget Analyst (410) 386-2082
<http://ccgovernments.carr.org/ccg/permits/>

Mission and Goals

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

Goals include:

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

Description

The Bureau of Permits and Inspections is responsible for enforcing building, mechanical, electrical, plumbing, handicap, energy, livability, and life-safety codes adopted through local ordinances and/or Maryland State law. The bureau accepts, processes, and issues all building, plumbing, and electrical permits, as well as licensing 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

Inspections	2014	2015	2016	2017
Building	15,151	15,135	15,922	15,157
Electrical	12,116	12,627	14,098	13,796
Plumbing/Site	12,296	11,382	11,324	10,732
Total	39,563	39,144	41,344	39,685

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to employee turnover and the transfer of a position to Citizen Services.
- A 3% salary increase is included in FY 19.
- Operating increases due to a planned triennial purchase of code books.
- Capital decreases due to a one-time furniture replacement in FY 18.

Roads Operations

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$3,885,231	\$4,209,990	\$4,127,040	\$4,259,230	1.17%	3.20%
Benefits	3,204,082	1,680,050	1,674,130	1,688,650	0.51%	0.87%
Operating	2,990,106	2,440,500	2,440,500	2,517,500	3.16%	3.16%
Capital	1,014,660	59,500	59,500	33,640	-43.46%	-43.46%
Total	\$11,094,079	\$8,390,040	\$8,301,170	\$8,499,020	1.30%	2.38%
Total Without Benefits	\$7,889,997	\$6,709,990	\$6,627,040	\$6,810,370	-1.50%	2.77%
Employees FTE	106.90	107.90	107.90	107.90	-----	-----

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

Jeffrey D. Castonguay, Director (410) 386-2248
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<http://ccgovernment.carr.org/ccg/roads/>

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 18 Original to Adjusted is due to employee turnover.
- A 3.0% salary increase is included in FY 19.
- Capital decreases due to fewer planned purchases in FY 19.

Storm Emergencies

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$344,503	\$484,700	\$484,700	\$499,280	3.01%	3.01%
Benefits	579	0	0	0	0.00%	0.00%
Operating	986,915	1,653,630	1,653,630	1,658,510	0.30%	0.30%
Capital	29,881	101,890	101,890	134,250	31.76%	31.76%
Total	\$1,361,878	\$2,240,220	\$2,240,220	\$2,292,040	2.31%	2.31%
Total Without Benefits	\$1,361,299	\$2,240,220	\$2,240,220	\$2,292,040	-2.31%	2.31%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

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

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

Capital increases due to the purchase of an automatic brine maker in FY 19.

Traffic Control

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	277,371	371,950	371,950	381,840	2.66%	2.66%
Capital	30,170	10,520	10,520	37,440	255.89%	255.89%
Total	\$307,540	\$382,470	\$382,470	\$419,280	9.62%	9.62%
Total Without Benefits	\$307,540	\$382,470	\$382,470	\$419,280	-9.62%	9.62%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

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

Mission and Goals

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

Goals include:

To minimize the amount of time that signs are down or missing and to have 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.

Budget Changes

Capital increases due to the purchase of message boards in FY 19.

Transit Administration

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$91,250	100.00%	100.00%
Benefits	0	0	0	20,550	100.00%	100.00%
Operating	0	0	0	50,900	100.00%	100.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$0	\$0	\$0	\$162,700	100.00%	100.00%
Total Without Benefits	\$0	\$0	\$0	\$142,150	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	1.50	-----	-----

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

Mission

To provide dependable and affordable transit services to County citizens.

Description

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

Budget Changes

This budget increases due to the transfer of Transit Administration from the Grant Fund and personnel allocation changes.

Total Funding

Department	Estimated Cost
Transit Administration	\$152,750
Grant Cash Match	1,071,570
Federal/State Grants	1,572,898
Total	\$2,797,218

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

Veterans Transit Services

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	0	0	0	102,000	100.00%	100.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$0	\$0	\$0	\$102,000	100.00%	100.00%
Total Without Benefits	\$0	\$0	\$0	\$102,000	0.00%	0.00%
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.

Budget Changes

Operating increases due to the transfer of contractual veteran transit services from Public Works Administration.

Citizen Services Appropriations

Citizen Services Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Citizen Services Administration	\$402,694	\$451,570	\$466,900	\$459,870	1.84%	-1.51%
Aging and Disabilities	1,488,112	1,272,730	1,271,570	1,433,780	12.65%	12.76%
Recovery Support Services	856,011	845,630	845,630	859,900	1.69%	1.69%
Total Citizen Services	\$2,746,817	\$2,569,930	\$2,584,100	\$2,753,550	7.14%	6.56%
Total Without Benefits	\$2,046,945	\$2,130,150	\$2,144,620	\$2,281,070	7.08%	6.36%

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Access Carroll	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	0.00%
The Arc Carroll County	250,240	257,750	257,750	290,160	12.57%	12.57%
CHANGE, Inc.	250,240	277,740	277,740	260,330	-6.27%	-6.27%
Family and Children's Services	188,280	369,560	369,560	380,650	3.00%	3.00%
Flying Colors of Success	88,290	42,300	42,300	44,420	5.00%	5.00%
Human Services Program	1,147,100	1,170,040	1,170,040	1,193,440	2.00%	2.00%
Mosaic Community Services	105,490	106,540	106,540	107,610	1.00%	1.00%
Rape Crisis Intervention Services	136,160	142,970	142,970	162,620	13.74%	13.74%
Target Community and Ed. Services	250,240	257,750	257,750	265,490	3.00%	3.00%
Youth Services Bureau	792,360	883,210	883,210	975,870	10.49%	10.49%
Total Citizen Services Non-Profits	\$3,228,400	\$3,527,860	\$3,527,860	\$3,700,590	4.90%	4.90%

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Health Department	\$3,296,100	\$3,394,980	\$3,394,980	\$3,496,830	3.00%	3.00%
Social Services	20,000	20,000	20,000	20,000	0.00%	0.00%
Total Citizen Services State	\$3,316,100	\$3,414,980	\$3,414,980	\$3,516,830	2.98%	2.98%
Total Citizen Services	\$9,291,317	\$9,512,770	\$9,526,940	\$9,970,970	4.82%	4.66%
Total Without Benefits	\$8,591,445	\$9,072,990	\$9,087,460	\$9,498,490	4.69%	4.52%

Citizen Services

Citizen Services Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Citizen Services Administration	\$402,694	\$451,570	\$466,900	\$459,870	1.84%	-1.51%
Aging and Disabilities	1,488,112	1,272,730	1,271,570	1,433,780	12.65%	12.76%
Recovery Support Services	856,011	845,630	845,630	859,900	1.69%	1.69%
Total Citizen Services	\$2,746,817	\$2,569,930	\$2,584,100	\$2,753,550	7.14%	6.56%
Total Without Benefits	\$2,046,945	\$2,130,150	\$2,144,620	\$2,281,070	7.08%	6.36%

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
Meals served	37,124	39,374	38,781
Older Adults Registered at Senior Community Centers	5,556	4,856	4,932
Income Tax Forms prepared by AARP at Bureau	1,255	1,211	1,093

Services provided through Veterans Services	FY 15	FY 16	FY 17
Number of People Served (unduplicated)	721	760	795
Home and Community Based Service Program	5	5	6
Veterans Transportation Shuttle Program	129	204	281

Budget Changes

- The increase from FY 18 Original to Adjusted is due to a partial position transfer from Permits and Inspections to Citizen Services Administration for the minimum livability function.
- Citizen Services Administration decreases due to the transfer of Veterans Services positions to Aging and Disabilities.

Citizen Services Administration

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$270,125	\$312,030	\$327,580	\$261,720	-16.12%	-20.11%
Benefits	115,845	113,780	113,560	110,110	-3.23%	-3.04%
Operating	16,664	25,760	25,760	88,040	241.77%	241.77%
Capital	60	0	0	0	0.00%	0.00%
Total	\$402,694	\$451,570	\$466,900	\$459,870	1.84%	-1.51%
Total Without Benefits	\$286,848	\$337,790	\$353,340	\$349,760	3.54%	-1.01%
Employees FTE	5.88	5.88	6.38	4.50	-----	-----

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

Christine Cambareri Kay, Director (410) 386-3600
Stephanie R. Krome, Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/citerv/default.asp>

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

Budget Changes

- The increase from FY 18 Original to Adjusted is due to a partial position transfer from Permits and Inspections for the minimum livability function.
- Personnel decreases due to the transfer of Veterans Services positions and associated costs to Aging and Disabilities.
- Operating increases due to one-time funding of \$64,850 for the Boys and Girls Club of Westminster for phone, paging, and security equipment for their new building.

Aging and Disabilities

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$753,388	\$810,720	\$809,640	\$909,810	12.22%	12.37%
Benefits	584,026	326,000	325,920	362,370	11.16%	11.18%
Operating	128,903	131,010	131,010	152,600	16.48%	16.48%
Capital	21,796	5,000	5,000	9,000	80.00%	80.00%
Total	\$1,488,112	\$1,272,730	\$1,271,570	\$1,433,780	12.65%	12.76%
Total Without Benefits	\$904,086	\$946,730	\$945,650	\$1,071,410	13.17%	13.30%
Employees FTE	19.38	19.38	19.38	21.26	-----	-----

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

Contact

Christine Cambareri Kay, Director (410) 386-3600
Stephanie R. Krome Budget Analyst (410) 386-2082
<http://ccgovernments.carr.org/ccg/aging/default.asp>

Mission and Goals

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

Goals include:

- Promote independent living
- Minimize or prevent inappropriate institutional placement
- Assure a dignified level of living for those requiring a more structured living environment
- Promote awareness of Maryland Access Point (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. Combined Federal, State, and County funding support the programs which provide essential services for Carroll County:

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

Program Highlights

- Carroll County is a site for MAP and served 1,250 people in FY 17. 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 795 Veterans applying for veterans' benefits in FY 17.
- Aging staff provided assistance with Medicare and other senior health care services to 1,823 seniors in FY 17.
- At the five senior centers, 4,932 seniors were served in FY 17.
- In FY 17, 4,187 older adults participated in classes and 36,861 meals were served.

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to employee turnover.
- Personnel increases due to the transfer of Veterans Services positions from Citizen Services Administration and a 3% salary adjustment.
- Operating increases due to additional transportation vouchers, one-time funding for AmeriCorps expenses, and costs associated with the Veterans Services positions.
- Capital increases due to ongoing funding for replacement appliances at Senior Centers.

Recovery Support Services

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	850,835	845,630	820,290	844,900	-0.09%	3.00%
Capital	5,176	0	25,340	15,000	100.00%	-40.81%
Total	\$856,011	\$845,630	\$845,630	\$859,900	1.69%	1.69%
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

Christine Cambareri Kay, Director (410) 386-3600
Stephanie R. Krome, Budget Analyst (410) 386-2082

Mission and Goals

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

Goals include:

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

Description

This program is a recovery-oriented system of behavioral health care that offers residents an array of accessible services and support to address their particular behavioral health condition. The County anticipates that this program will serve an active residential capacity of up to 48 individuals with 4 beds serving as crisis beds.

Budget Changes

- The change from FY 18 Original to Adjusted is due to budgetary adjustments.
- Operating increases due to the contract.
- Capital decreases for fewer appliance replacements in FY 19.

Citizen Services Non-Profits

Citizen Services Non-Profits Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Access Carroll	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	0.00%
The Arc Carroll County	250,240	257,750	257,750	290,160	12.57%	12.57%
CHANGE, Inc.	250,240	277,740	277,740	260,330	-6.27%	-6.27%
Family and Children's Services	188,280	369,560	369,560	380,650	3.00%	3.00%
Flying Colors of Success	88,290	42,300	42,300	44,420	5.00%	5.00%
Human Services Program	1,147,100	1,170,040	1,170,040	1,193,440	2.00%	2.00%
Mosaic Community Services	105,490	106,540	106,540	107,610	1.00%	1.00%
Rape Crisis Intervention Services	136,160	142,970	142,970	162,620	13.74%	13.74%
Target Community and Ed. Services	250,240	257,750	257,750	265,490	3.00%	3.00%
Youth Services Bureau	792,360	883,210	883,210	975,870	10.49%	10.49%
Total Citizen Services Non-Profits	\$3,228,400	\$3,527,860	\$3,527,860	\$3,700,590	4.90%	4.90%

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

- The Arc Carroll County budget increases due to one-time funding in FY 19 for the purchase of two accessible vans and a one-time additional 2% increase.
- CHANGE, Inc. decreases due to one-time funding of \$25,000 for an HVAC and LED lighting project in FY 18, offset by a one-time 2% additional increase in FY 19.
- Rape Crisis Intervention Service increases due to a 5% increase and one-time funding of \$12,500 for a replacement server.
- Target Community and Educational Services increases due to a one-time 2% additional increase in FY 19.
- Additional funding of \$75,000 is included in Youth Service Bureau for substance abuse treatment.

Access Carroll

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	20,000	20,000	20,000	20,000	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Tammy Black, RN, BSN - Executive Director (410) 871-1478
Taylor Hockensmith, 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
- 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 at the Citizen Services Distillery Building.

Program Highlights

- Access Carroll serviced 7,639 individual patients, including 1,117 new clients, in FY 17.
- Access Carroll formed a partnership with Carroll County Health Department to provide behavioral health care in FY 17 and has been recognized as a model for innovative usage of resources by the Governor's Office.
- In FY 18, Access Carroll expanded into Medicaid provider status and offers services to anyone in Carroll County.
- Ambulatory Detox services have expanded to daily availability.

The Arc Carroll County

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	250,240	257,750	257,750	290,160	12.57%	12.57%
Capital	0	0	0	0	0.00%	0.00%
Total	\$250,240	\$257,750	\$257,750	\$290,160	12.57%	12.57%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Donald Rowe, Executive Director (410) 848-4124
 Taylor Hockensmith, 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 throughout the community
- Evaluate all programs and service areas for relevance and quality of services and supports for clients
- Raise program quality through staff input and innovation by creating person-centered services
- Identify the needs of the people who are served
- Maximize the use of monetary assets by prioritizing needs and investing responsibly for the future
- Expand staff development to include formal orientation for new hires and targeted trainings to address complex needs
- Develop and enhance the relationships and partnerships with major stakeholders
- Become the most dynamic and sought after provider of services without boundaries

Description

The Arc Carroll County is a non-profit organization located at 180 Kriders Church Road, Westminster, MD. The Arc organizes the numerous services it provides to individuals with 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 17:

- The Arc constituents worked 28,500 hours at community job sites.
- 178 individuals were served in the various programs The Arc provides.
- Residential services were provided to 26 clients.

Budget Changes

This budget increases in FY 19 due to one-time funding of \$24,670 for the purchase of two accessible vans, and a one-time additional increase of 2%.

CHANGE, Inc.

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	250,240	277,740	277,740	260,330	-6.27%	-6.27%
Capital	0	0	0	0	0.00%	0.00%
Total	\$250,240	\$277,740	\$277,740	\$260,330	-6.27%	-6.27%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Michael F. Shriver, Executive Director (410) 876-2179
 Taylor Hockensmith, Budget Analyst (410) 386-2082
<http://www.changeinc.cc/>

Mission and Goals

To support individuals with disabilities to achieve community integration and independence through personal choices.

Goals include:

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

Description

CHANGE, Inc., 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
- Vocational Program
- Transitional Program
- Family and Individual Support Services
- Respite Inn

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

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

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

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

The Respite Inn provides temporary care for children and adults in a comfortable home-like environment.

Program Highlights

- In FY 17, 171 individuals were served by various programs.
- In FY 18, an HVAC and Lighting System upgrade was completed at the Stoner Avenue facility.
- CHANGE continues to partner with Carroll County Public Schools in Vocational Opportunities for Independent Change and Empowerment (VOICE); a program that works with the clients on in-home living skills.

Budget Changes

This budget decreases due to one-time funding of \$25,000 for an HVAC and LED lighting project in FY 18, offset by a one-time 2% additional increase in FY 19.

Family and Children's Services

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	188,280	369,560	369,560	380,650	3.00%	3.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$188,280	\$369,560	\$369,560	\$380,650	3.00%	3.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

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

Taylor Hockensmith, Budget Analyst (410) 386-2082
<http://www.fcsmd.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
- Educate law enforcement, the court system, service providers, and the public about the devastating emotional, psychological, and physical effects that crime and violence have on victims and the options available to those victims

Description

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

- Twenty-four hour hotline, emergency counseling, and shelter at the 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

- FCS served 1,574 individuals in FY 17.
- In FY 18, FCS created a formal relationship with Carroll Hospital Center and the Forensic Nurse Examiner team to combat human trafficking.
- FCS began working with Carroll County Public Schools and reached 180 students in the last academic quarter of 2017.
- FCS continues to play an important role in implementing the Lethality Assessment Program (LAP), an 11-question screening tool that allows all law enforcement agencies and first responders in the County to better assess victims' needs for early intervention and connect them with immediate help. FCS hosts regional meetings with LAP partners to provide update on best practices for using the tool.

Budget Changes

A 3% increase is included.

Flying Colors of Success

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	88,290	42,300	42,300	44,420	5.00%	5.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$88,290	\$42,300	\$42,300	\$44,420	5.00%	5.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

C. Michael Hardesty, M.S. President/CEO (410) 876-0838
Taylor Hockensmith, 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. FCS, Inc. administrative offices are located at 88 East Main Street, Westminster, MD. FCS, Inc. is licensed to provide residential services, family and individual support services, respite, community supported living arrangements, and day program services. The residential program operates 365 days a year and provides 24 hour support. FCS, Inc. provides transportation for medical appointments, as well as social and recreational activities. Direct support staff is trained in health, safety, and behavioral support. Quality Assurance Staff monitor the programs to assure client needs are met.

Program Highlights

In FY 17, FCS, Inc. provided residential services for 29 individuals and day services to 7, for a total of 36 individuals.

Budget Changes

A 5% increase is included.

Human Services Program

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	1,147,100	1,170,040	1,170,040	1,193,440	2.00%	2.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$1,147,100	\$1,170,040	\$1,170,040	\$1,193,440	2.00%	2.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

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

Mission and Goals

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

Goals include:

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

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

Description

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

- Emergency and Energy
- Family Support Center
- Child and Adult Food Programs
- 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

Constituents Served:

	Clients	Households
FY 14	12,534	5,277
FY 15	9,911	4,973
FY 16	10,395	4,166
FY 17	10,410	7,614

In addition to the direct contribution of \$1,193,440, the County provides Human Service Programs with \$423,000 of estimated in-kind services through building space at the Citizen Services Distillery Building and \$211,000 for the space provided for Safe Haven.

Program Highlights

In FY 17:

- Emergency Assistance provided utility assistance to 517 households.
- The Family Support Center served 195 parents by providing Basic Life Skill, Health, and Parent Education courses.
- Cold Weather Shelter served 188 adults.
- Safe Haven served 47 adults.
- Workforce Development served 124 clients.
- Second Chances free store served 3,135 households.

Budget Changes

A 2% increase is included.

Mosaic Community Services

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	105,490	106,540	106,540	107,610	1.00%	1.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$105,490	\$106,540	\$106,540	\$107,610	1.00%	1.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

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

Mission and Goals

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

Goals include:

- Provide quality outpatient mental health psychiatric treatment services and therapy
- Provide crisis and case management services
- Provide in-home and off-site based Psychiatric Rehabilitation 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

Description

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

Program Highlights

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

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

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

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

In FY 17, 1,752 clients were served.

Budget Changes

A 1% increase is included.

Rape Crisis Intervention Service

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	136,160	142,970	142,970	162,620	13.74%	13.74%
Capital	0	0	0	0	0.00%	0.00%
Total	\$136,160	\$142,970	\$142,970	\$162,620	13.74%	13.74%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Janice Kispert, CEO (410) 857-0900

Taylor Hockensmith, Budget Analyst (410) 386-2082

<http://www.rapecrisiscc.org>

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

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. The County funds are used primarily to support crisis intervention services, education programs, outreach services, and overhead costs. Treatment services are provided to both victims and families.

In addition to the direct contribution of \$150,120, the County provides RCIS with \$40,000 of estimated in-kind services through building space.

Program Highlights

- RCIS formed a partnership with Carroll County State's Attorney's Office to provide all high schools with a program on relationship violence.
- RCIS expanded its outreach effort to Carroll County middle and high schools to provide sexual assault prevention education.
- In FY 17:
 - 326 individuals were served
 - 493 hotline calls were received
 - 230 face-to-face interventions were provided
 - 184 individual and group therapy sessions were provided

Budget Changes

This budget increases due to a 5% increase and one-time funding of \$12,500 for a replacement server.

Target Community and Educational Services

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	250,240	257,750	257,750	265,490	3.00%	3.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$250,240	\$257,750	\$257,750	\$265,490	3.00%	3.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

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

Mission and Goals

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

Goals include:

- 100% of clients in Residential Services will score satisfied or higher concerning their current living arrangement.
- 100% of clients in Vocational Services will be satisfied with their current job placement.
- 100% of clients in Recreational Services will be provided community-based recreational opportunities.
- 100% of clients in Family Support Services will score satisfied or higher concerning these services.

Description

Target Community and Educational Services, Inc. is a non-profit organization located at 111 Stoner Avenue, Westminster, MD. Target provides residential, vocational, recreational, and family support services to children and adults with developmental disabilities. Target services include:

- Residential / Community Living Services
- Vocational Services
- Recreational Services
- Family Support Services
- Autism Program

Target programs include:

- Seven alternative-living unit houses owned by Target and occupied by no more than three developmentally disabled adults under the direct care of staff
- Supervision, support, and direct care to clients who choose to live with their family or in their own home
- Assistance to individuals 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

The table below shows the number of clients Target served from FY 15 through FY 17:

Type of Service	FY 15	FY 16	FY 17
Alternative Living Services	19	19	19
Family Support Services	18	16	21
Autism Program	32	31	36
Supportive Employment	28	29	31
Rehabilitative Services	37	49	28
Post-Secondary	12	10	10
Day Program	21	22	22
Total	167	176	167

Budget Changes

This budget increases due to a one-time 2% additional increase in FY 19.

Youth Services Bureau

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	792,360	883,210	883,210	975,870	10.49%	10.49%
Capital	0	0	0	0	0.00%	0.00%
Total	\$792,360	\$883,210	\$883,210	\$975,870	10.49%	10.49%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

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

management of the substance abuse services formally provided by Junction, Inc.

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.

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:

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

- 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 17 CCYSB served:

- 2,701 clients
- 71 individuals in Assertive Community Treatment
- 33 families in Safe and Stable Family Preservation
- 56 at-risk families through Brief Strategic Family Therapy
- 20 at-risk youth in the Violence Prevention Program

Budget Changes

A 2% increase is included as well as an additional \$75,000 of ongoing funding. This is the third year of additional funding for substance abuse treatment and is planned to increase to a cumulative \$500,000 in FY 22.

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

Citizen Services State

Citizen Services State Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Health Department	\$3,296,100	\$3,394,980	\$3,394,980	\$3,496,830	3.00%	3.00%
Social Services	20,000	20,000	20,000	20,000	0.00%	0.00%
Total Citizen Services State	\$3,316,100	\$3,414,980	\$3,414,980	\$3,516,830	2.98%	2.98%

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, older adults, and the disabled in the community. The Department of Citizen Services is the coordinating agency for all human service functions funded by Carroll County Government.

Goals include:

- Promote financial independence
- Strengthen family stability
- Ensure a safe and healthy family environment

Highlights, Changes, and Useful Information

The State Agencies are funded at the discretion of the Commissioners, with the exception of a required match for the Health Department.

Health Department

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	3,296,100	3,394,980	3,394,980	3,496,830	3.00%	3.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$3,296,100	\$3,394,980	\$3,394,980	\$3,496,830	3.00%	3.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Edwin Singer, Health Officer (410) 876-4974
Taylor Hockensmith, 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 on 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.html>

Budget Changes

A 3% increase is included.

Social Services

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	20,000	20,000	20,000	20,000	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Vicky Keller, Director (410) 386-3300

Taylor Hockensmith, Budget Analyst (410) 386-2082

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

Mission and Goals

To promote financial independence, strengthen family stability, and ensure a safe and healthy environment for children and vulnerable adults.

Goals include:

- Provide a safe and healthy environment for all citizens
- Develop and maintain an open system of communication between staff and clients
- Create a trusting work environment 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 17, the Department received 667 child welfare referrals and provided in-home family services to 85 families.

Recreation and Culture Appropriations

Recreation and Culture Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Recreation and Parks Administration	\$437,387	\$378,470	\$376,670	\$383,170	1.24%	1.73%
Hashawha	956,456	868,650	868,490	879,500	1.25%	1.27%
Piney Run Park	732,896	642,970	631,640	697,920	8.55%	10.49%
Recreation	607,498	539,220	514,030	532,120	-1.32%	3.52%
Sports Complex	276,084	228,440	216,560	211,710	-7.32%	-2.24%
Total Recreation and Parks	\$3,010,322	\$2,657,750	\$2,607,390	\$2,704,420	1.76%	3.72%
Total Without Benefits	\$2,094,197	\$2,166,490	\$2,119,720	\$2,231,780	3.01%	5.29%

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Historical Society of Carroll County	\$65,000	\$70,000	\$70,000	\$65,000	-7.14%	-7.14%
Union Mills Homestead	25,000	30,000	30,000	25,000	-16.67%	-16.67%
Total Culture	\$90,000	\$100,000	\$100,000	\$90,000	-10.00%	-10.00%

Total Recreation and Culture	\$3,100,322	\$2,757,750	\$2,707,390	\$2,794,420	1.33%	3.21%
Total Without Benefits	\$2,184,197	\$2,266,490	\$2,219,720	\$2,321,780	2.44%	4.60%

Recreation and Parks

Recreation and Parks

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Recreation and Parks Administration	\$437,387	\$378,470	\$376,670	\$383,170	1.24%	1.73%
Hashawha	956,456	868,650	868,490	879,500	1.25%	1.27%
Piney Run Park	732,896	642,970	631,640	697,920	8.55%	10.49%
Recreation	607,498	539,220	514,030	532,120	-1.32%	3.52%
Sports Complex	276,084	228,440	216,560	211,710	-7.32%	-2.24%
Total Recreation and Parks	\$3,010,322	\$2,657,750	\$2,607,390	\$2,704,420	1.76%	3.72%
Total Without Benefits	\$2,094,197	\$2,166,490	\$2,119,720	\$2,231,780	3.01%	5.29%

Mission and Goals

To provide quality recreation programs and a diverse local park system, encourage appreciation of the natural environment, provide opportunities for growth and lifelong learning for all ages and abilities, improving the 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 that always treat the public with courtesy and respect
- Help residents of Carroll County recognize and understand how Recreation and Parks plays a valuable role in their quality of life and facilitates their participation
- Develop alternative funding sources to supplement the County's Community Investment Program and taxpayer funded capital budgets
- Provide residents with benefits from health and wellness-related programming
- Increase inventory of recreation and park facilities to help meet current and future needs
- Operate in a fiscally responsible manner by fully developing revenue sources and striving to limit 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 17, Recreation and Parks volunteers donated over 550,000 hours of service. In addition, volunteer recreation councils raised and spent over \$5.4 million within the County in their efforts to provide programs to citizens.
- Some maintenance costs for the parks system are funded within the Recreation and Parks budget. Additional funding is in the Bureau of Facilities budget under the Department of Public Works and in the Community Investment Plan.
- Piney Run Park open season has been extended to March 1st thru November 30th.

Budget Changes

- Piney Run increases due to costs associated with the extended park season, offset by revenue, and the purchase of equipment in FY 19.
- Sports Complex decreases due to moving professional development expenses and supply costs to Recreation.

Recreation and Parks Administration

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$258,800	\$266,540	\$264,870	\$272,820	2.36%	3.00%
Benefits	149,735	87,680	87,550	88,040	0.41%	0.56%
Operating	28,853	20,750	20,750	21,910	5.59%	5.59%
Capital	0	3,500	3,500	400	-88.57%	-88.57%
Total	\$437,387	\$378,470	\$376,670	\$383,170	1.24%	1.73%
Total Without Benefits	\$287,653	\$290,790	\$289,120	\$295,130	1.49%	2.08%
Employees FTE	4.00	4.00	4.00	4.00	-----	-----

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

Contact

Jeff Degitz, Director (410) 386-2103
 Judy Flickinger, Senior Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/recpark/>

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

- Partnerships with commercial and non-profit organizations were implemented to leverage resources and improve program offerings.
- In FY 17:
 - More than 48,600 registrants participated in programs
 - Over 1,353,000 people attended programs, activities, or visited parks
 - Held over 60 special events, such as tournaments, festivals, and other activities
 - Recreation and Parks volunteers donated over 550,000 hours of service

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to employee turnover.
- A 3.0% salary increase is included in FY 19.
- Operating increases due to professional development and vendor services.
- Capital decreases due to a one-time furniture purchase in FY 18, offset by office equipment purchase in FY 19.

Hashawha

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$337,083	\$373,340	\$373,190	\$386,270	3.46%	3.50%
Benefits	274,279	144,310	144,300	135,710	-5.96%	-5.95%
Operating	326,908	331,000	331,000	347,470	4.98%	4.98%
Capital	18,187	20,000	20,000	10,050	-49.75%	-49.75%
Total	\$956,456	\$868,650	\$868,490	\$879,500	1.25%	1.27%
Total Without Benefits	\$682,178	\$724,340	\$724,190	\$743,790	2.69%	2.71%
Employees FTE	9.82	10.23	10.23	10.23	-----	-----

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

Jeff Degitz, Director (410) 386-2103
 Judy Flickinger, Senior Budget Analyst (410) 386-2082
<http://ccgoverment.carr.org/ccg/recpark/hashawha/>

Mission and Goals

Hashawha strives to provide a quality experience for user groups and the general public through outdoor recreation, environmental education and nature study, lodging, and food service.

Goals include:

- Increase quality programming at the Nature Center, appealing to a wider and more age-diverse audience
- Utilize the resources of Hashawha and Bear Branch in an efficient manner

Description

The Hashawha Environmental Center is located at 300 John Owings Road, Westminster, MD. This 360 acre facility is composed of two areas: Hashawha Environmental Center and Bear Branch Nature Center. These centers provide programs and activities related to the environment, conservation of natural resources, outdoor recreation, and wildlife appreciation.

Hashawha Environmental Center was established in 1974. The Center consists of 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 weeklong program. While the Hashawha Environmental Center itself is closed to the public (rental of the facility is available), approximately 300 acres with

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

Program Highlights

In FY 17:

- 50,712 people visited Hashawha/Bear Branch Nature Center and 112 volunteers donated 2,100 service hours
- Bear Branch Nature Center hosted special events including Monarch Madness Festival in September and Hashawha's Maple Sugarin' Festival in March

Budget Changes

- A 3.0% salary increase is included in FY 19.
- Operating increases due to vendor services for pool repairs and fill water.
- Capital decreases due to one-time expenditures in FY 18, offset by the purchase of a refrigerator in FY 19.

Piney Run

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$378,066	\$412,800	\$402,280	\$446,320	8.12%	10.95%
Benefits	227,640	120,620	119,810	112,620	-6.63%	-6.00%
Operating	92,528	99,150	99,150	105,580	6.49%	6.49%
Capital	34,662	10,400	10,400	33,400	221.15%	221.15%
Total	\$732,896	\$642,970	\$631,640	\$697,920	8.55%	10.49%
Total Without Benefits	\$505,256	\$522,350	\$511,830	\$585,300	12.05%	14.35%
Employees FTE	17.34	18.00	18.00	18.00	-----	-----

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

Jeff Degitz, Director (410) 386-2103

Judy Flickinger, Senior Budget Analyst (410) 386-2082

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

Mission and Goals

Piney Run Park's mission is to develop and enhance outdoor recreation, environmental education, and conservation of natural resources to maximize the benefit for current and future generations.

Goals include:

- Work with other conservation agencies to promote and support the conservation of natural resources and preservation of land
- Ensure quality boating, fishing, and related aquatic-based recreation through management procedures and techniques
- Expand the environmental education programs, both on and off site, to increase the levels of appreciation and enjoyment for all segments of society

Description

Piney Run Park and Nature Center, located at 30 Martz Road, Sykesville, MD is an 800 acre park which includes a 300 acre lake stocked with numerous types of fish, including striped and largemouth bass, trout, and catfish. The lake is surrounded by 550 acres of woods, fields, and open space. There are more than five miles of hiking trails throughout the park. During the park's open season, canoes, rowboats, kayaks, and 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 17, there were 118,535 visitors to Piney Run Park and 82 volunteers donated 1,737 service hours.
- Park open season has been extended to March 1st thru November 30th.
- Ongoing mowing for hydrilla control in the lake.

- Recent updates include:
 - Gazebo installation using a Park Legacy Fund donation
 - Sidewalk to picnic pad and bulkhead for new pier
 - Kayak launch installation at Yak Shack
 - New basketball poles and backboards
 - Floor replacement and grading around pavilion #6

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to employee turnover.
- Personnel increases due to the extended park season and a 3.0% salary adjustment.
- Operating increases due to vendor services, signage for extended park season, and stone for unpaved road repairs.
- Capital increases due to replacement of two pedal boats and a one-time mower purchase in FY 19.

Recreation

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$331,616	\$345,620	\$322,220	\$334,480	-3.22%	3.80%
Benefits	196,535	102,790	101,000	101,740	-1.02%	0.73%
Operating	79,347	90,810	90,810	95,900	5.61%	5.61%
Capital	0	0	0	0	0.00%	0.00%
Total	\$607,498	\$539,220	\$514,030	\$532,120	-1.32%	3.52%
Total Without Benefits	\$410,963	\$436,430	\$413,030	\$430,380	-1.39%	4.20%
Employees FTE	8.50	8.50	8.50	8.50	-----	-----

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

Contact

Jeff Degitz, Director (410) 386-2103
 Judy Flickinger, Senior Budget Analyst (410) 386-2082
<http://ccgoverment.carr.org/ccg/recpark/rec-coun.asp>

Mission and Goals

To provide a broad spectrum of quality leisure opportunities for the citizens of Carroll County.

Goals include:

- Continue cooperative relationships with public and private agencies to encourage shared use of facilities to maximize resources
- Provide consistent opportunities for youth and adults to participate in athletic, cultural, and recreational programs to improve health and wellness of Carroll County residents
- Support programs to meet particular community needs by utilizing demographics, health data surveys, and program evaluations
- Market and promote county recreation and parks amenities through commercial and social media outlets

Description

The Bureau of Recreation is responsible for managing recreation services for Carroll County. The Bureau supports the County's volunteer recreation councils that represent citizens throughout the County. These councils sponsor programs and special events throughout the year in all areas of the County with an emphasis on youth activities.

In FY 19, the Bureau of Recreation will contribute \$36,170 to the Carroll County Arts Council (CCAC). The CCAC produces public programs, provides grants and scholarships, and serves as a primary source for cultural information in Carroll County.

The Bureau offers additional recreation, leisure, and lifelong learning opportunities through the Alternative Recreation Program. These programs provide activities for all ages and abilities. In addition, the Bureau hosts tournaments, special events, summer camps, and bus trips.

Program Highlights

- Held 7th annual Park Pursuit event.
- 23rd LaxMax tournament brought in 150 lacrosse teams and 9,000 visitors to Carroll.
- In FY 17, recreation council volunteers contributed over 550,000 hours of service.
- The Bureau of Recreation held youth activities, including the annual Free Kids Rodeo at the Westminster Community Pond, and a youth fishing tournament at Krimgold Park.
- Continued collaboration with Partnership for a Healthier Carroll County and participated in the 4th year of Walk Carroll.

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to employee turnover.
- A 3% salary increase is included in FY 19.
- Operating increases due to volunteer background checks, professional development, and expenses transferred from the Sports Complex.

Sports Complex

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$109,676	\$108,320	\$97,290	\$101,510	-6.29%	4.34%
Benefits	67,937	35,860	35,010	34,530	-3.71%	-1.37%
Operating	80,109	84,260	84,260	75,670	-10.19%	-10.19%
Capital	18,362	0	0	0	0.00%	0.00%
Total	\$276,084	\$228,440	\$216,560	\$211,710	-7.32%	-2.24%
Total Without Benefits	\$208,148	\$192,580	\$181,550	\$177,180	-8.00%	-2.41%
Employees FTE	2.70	2.70	2.70	2.70	-----	-----

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

Contact

Jeff Degitz, Director (410) 386-2103
 Judy Flickinger, Senior Budget Analyst (410) 386-2082
<http://ccgovernments.org/ccg/recpark/sports-c/>

Mission and Goals

To develop, provide, and maintain cost-effective and diverse public recreational opportunities for Carroll County residents and visitors while also offering a variety of tournaments and events that will attract visitors to Carroll County annually, resulting in a positive economic impact for the County.

Goals include:

- Provide quality recreational activities based upon the needs of County residents
- Maintain the facility's status as one of the top softball facilities in the eastern United States
- Provide a high level of customer service and optimize visitors' experience with the facility and with Carroll County
- Continue to develop and expand efforts to generate revenue through increased concessions, advertising, and sponsorships with an ultimate goal of operating in a self-sustaining manner
- Promote healthy recreation activities for youth, adult, and senior citizen groups

Description

The Carroll County Sports Complex, located at 2225 Littlestown Pike (Route 97 North), Westminster, MD, includes five softball fields, two multi-purposes fields, pavilions, a tot lot, and a walking trail. Guests come to the Sports Complex from mid-March through early November to participate in sports activities, leagues, tournaments, and camps. The Sports Complex serves as a host site for championship softball tournaments.

This 76 acre facility is used by many local and regional groups, such as: The Carroll County Men's, Church, and Co-Ed Softball leagues, and Charles Carroll Recreation Council for youth baseball, softball, and soccer. The Sports Complex also serves as the central Maryland home for women's fast pitch softball.

Program Highlights

- The Sports Complex organized and hosted five women's fast-pitch tournaments in 2017. These over-18 open women's fast-pitch tournaments are unique to the Sports Complex and draw teams from throughout the Mid-Atlantic region.
- The Sports Complex co-ed softball leagues are some of the largest in the state, and continually represent well in state and national co-ed tournaments.
- The Sports Complex hosted teams and events from throughout the mid-Atlantic region.
- In FY 17, over 66,670 people attended activities, and programs were supported by 166 volunteers who contributed 528 hours.

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to employee turnover.
- A 3% salary increase is included in FY 19.
- Operating decreases due to the transfer of professional development expenses and supply costs to the Recreation budget, elimination of league coordinator fees, and a reduction in maintenance supplies.

Culture

Culture Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Historical Society of Carroll County	\$65,000	\$70,000	\$70,000	\$65,000	-7.14%	-7.14%
Union Mills Homestead	25,000	30,000	30,000	25,000	-16.67%	-16.67%
Total Culture	\$90,000	\$100,000	\$100,000	\$90,000	-10.00%	-10.00%

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 for 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.
- Renovations and maintenance efforts continue at each of the facilities.

Budget Changes

- Historical Society decreases due to one-time funding of \$10,000 for Celebrating America and digitalization project in FY 18, offset by one-time funding of \$5,000 for the traveling trunks and interpretive garden projects.
- Union Mills Homestead decreases due to one-time funding of \$10,000 for Celebrating America and Smithsonian project in FY 18, offset by one-time funding of \$5,000 for the mobile tannery exhibit.

Historical Society of Carroll County

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	65,000	70,000	70,000	65,000	-7.14%	-7.14%
Capital	0	0	0	0	0.00%	0.00%
Total	\$65,000	\$70,000	\$70,000	\$65,000	-7.14%	-7.14%
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

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

Judy Flickinger, Senior 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 40,000 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

- Emerald Hill hosted the 4th Annual Winter Wine Warmer in 2017 with 100 attendees.
- Held 3rd Annual Legacy Gala at an historic Carroll County farm with approximately 250 participants.
- Carroll County 181st Birthday Celebration held at Grace Church, with approximately 85 attendees.
- Completed Maryland Heritage Area grant to restore the facades of the Shellman and Kimmey Houses to their original 19th century look.
- Held the 17th annual Antiques and Collectibles Appraisal Day with 8 appraisers and over 50 participants.
- Partnered with high school and college interns to complete historical projects. These included a portrait exhibit at Emerald Hill entitled "Faces of Carroll County: Past & Present" and the cataloguing of photographs by Manchester resident, Greenberry Everhardt.
- During calendar year 2017, HSCC volunteers donated 16,000 hours to the organization.
- Raised visibility in the community by participating in Westminster's Wine Walk, Flower and Jazz Festival, Memorial Day Parade, Oyster Stroll, Halloween Parade, and Electric Holiday Parade.
- Continued to build social media outlets for increased exposure of HSCC and its offerings.

Budget Changes

Operating decreases due to one-time funding of \$10,000 for Celebrating America and digitalization project in FY 18, offset by one-time funding of \$5,000 for the traveling trunks and interpretive garden projects.

Union Mills Homestead

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	25,000	30,000	30,000	25,000	-16.67%	-16.67%
Capital	0	0	0	0	0.00%	0.00%
Total	\$25,000	\$30,000	\$30,000	\$25,000	-16.67%	-16.67%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Jane Sewell, Executive Director (410) 848-2313
 Judy Flickinger, Senior Budget Analyst (410) 386-2082
<http://www.unionmills.org/>

Mission and Goals

The Union Mills Homestead Foundation strives to maintain and preserve the Homestead Buildings and gristmill as a living, working, historical landmark for future generations.

Goals include:

- Continued preservation and restoration of the historic site, buildings, and original furnishings
- Operation of the historic site as a museum of early American and Carroll County heritage
- Genuine and authentic education and historic interpretation of the site in keeping with its distinctive character and atmosphere

Description

In 1797, David and Andrew Shriver purchased the tract of land along Big Pipe Creek for the purpose of operating a gristmill and sawmill. The brothers later added a tannery, cooper shop, and blacksmith's shop. The growing enterprise soon took the name "Union Mills" because of the partnership between the two brothers and their various businesses. The mill operated commercially until 1942. It was closed for restoration in the early 1980's and then re-opened in 1983. In addition to the mill and outbuildings, the original "double house" of the two Shriver brothers can be visited today. The facility, located on Littlestown Pike in Union Mills, is owned by Carroll County and operated by the Union Mills Homestead Foundation, a non-profit organization 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.

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.

In FY 19, the Bureau of Facilities' budget includes \$61,100 for Union Mills and a capital project provides \$195,000 for phase one of three to replace the flume, apron, water wheel, and shaft for the mill.

Program Highlights

- The Homestead's Executive Director served as Co-Chair for the County's "Celebrating America" initiative.
- The Homestead Foundation was selected in FY 17 as a partner in the Smithsonian Museum's exhibit, "The Way We Worked."
- The 48th Flower and Plant Market event was held in May.
- 47th Corn Roast, held in August, was well attended and had strong volunteer support. The event is jointly sponsored by the Homestead Foundation and the Silver Run/Union Mills Lions club.
- As lead sponsor of the inaugural Carroll County Beer Week, the Homestead received good marketing exposure for the 12th annual Microbrewery Festival. It also highlighted the Grist Mill, which was used to grind grains for a special harvest ale prepared by a team of local brewers.
- The 2nd annual German Christmas-themed Christkindlmarkt was well attended and very successful.

Budget Changes

This budget decreases due to one-time funding of \$10,000 for Celebrating America and Smithsonian project in FY 18, offset by one-time funding of \$5,000 for the mobile tannery exhibit.

General Government Appropriations

General Government Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Comprehensive Planning	\$925,341	\$948,150	\$941,820	\$962,440	1.51%	2.19%
Comprehensive Planning	\$925,341	\$948,150	\$941,820	\$962,440	1.51%	2.19%
Total Without Benefits	\$631,007	\$759,250	\$753,360	\$768,460	1.21%	2.00%

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Comptroller Administration	\$457,591	\$438,980	\$429,200	\$441,590	0.59%	2.89%
Accounting	1,126,334	998,910	971,290	1,044,780	4.59%	7.57%
Bond Issuance Expense	137,068	196,760	196,760	213,300	8.41%	8.41%
Collections Office	1,356,456	1,273,770	1,271,710	1,334,320	4.75%	4.92%
Independent Post Audit	46,383	49,180	49,180	50,660	3.01%	3.01%
Purchasing	427,289	456,710	462,810	484,100	6.00%	4.60%
Total Comptroller	\$3,551,121	\$3,414,310	\$3,380,950	\$3,568,750	4.52%	5.55%
Total Without Benefits	\$2,576,494	\$2,869,150	\$2,838,170	\$2,992,160	4.29%	5.43%

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
County Attorney	\$771,584	\$758,050	\$758,710	\$802,750	5.90%	5.80%
Total County Attorney	\$771,584	\$758,050	\$758,710	\$802,750	5.90%	5.80%
Total Without Benefits	\$558,821	\$619,170	\$619,780	\$655,340	5.84%	5.74%

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Economic Development Administration	\$1,000,993	\$966,250	\$970,150	\$779,250	-19.35%	-19.68%
Business and Employment Resource Center	273,334	249,200	249,580	251,520	0.93%	0.78%
Econ. Dev. Infrastructure and Investments	990,604	750,070	750,070	2,067,000	175.57%	175.57%
Farm Museum	1,028,234	962,040	963,660	992,880	3.21%	3.03%
Tourism	274,718	307,150	304,450	417,570	35.95%	37.16%
Total Economic Development	\$3,567,883	\$3,234,710	\$3,237,910	\$4,508,220	39.37%	39.23%
Total Without Benefits	\$2,940,188	\$2,887,470	\$2,890,455	\$4,134,100	43.17%	43.03%

General Government Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Human Resources Administration	\$1,020,823	\$944,100	\$943,370	\$940,210	-0.41%	-0.33%
Health and Fringe Benefits	549,135	14,313,640	14,313,640	14,800,780	3.40%	3.40%
Personnel Services	158,780	145,240	144,980	199,480	37.35%	37.59%
Total Human Resources	\$1,728,738	\$15,402,980	\$15,401,990	\$15,940,470	3.49%	3.50%
Total Without Benefits	\$802,287	\$14,574,290	\$14,573,370	\$14,913,950	2.33%	2.34%

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Land and Resource Management Adm.	\$868,920	\$785,890	\$769,190	\$794,100	1.04%	3.24%
Development Review	602,384	543,860	543,600	568,600	4.55%	4.60%
Resource Management	943,720	809,390	805,010	853,630	5.47%	6.04%
Zoning Administration	371,584	239,680	239,250	256,650	7.08%	7.27%
Total Land and Resource Management	\$2,786,609	\$2,378,820	\$2,357,050	\$2,472,980	3.96%	4.92%
Total Without Benefits	\$1,709,248	\$1,761,110	\$1,740,890	\$1,829,300	3.87%	5.08%

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Management and Budget Administration	\$299,364	\$248,190	\$248,820	\$255,240	2.84%	2.58%
Budget	709,548	608,780	588,590	601,820	-1.14%	2.25%
Grants Office	168,786	160,260	159,760	171,390	6.94%	7.28%
Risk Management	1,815,949	2,382,710	2,365,250	2,416,840	1.43%	2.18%
Total Management and Budget	\$2,993,648	\$3,399,940	\$3,362,420	\$3,445,290	1.33%	2.46%
Total Without Benefits	\$1,637,793	\$3,065,630	\$3,030,780	\$3,112,310	1.52%	2.69%

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Technology Services	\$4,686,665	\$4,521,600	\$4,491,840	\$4,949,820	9.47%	10.20%
Production and Distribution Services	468,431	462,290	462,290	472,920	2.30%	2.30%
Total Technology Services	\$5,155,095	\$4,983,890	\$4,954,130	\$5,422,740	8.81%	9.46%
Total Without Benefits	\$3,978,241	\$4,330,700	\$4,303,060	\$4,750,900	9.70%	10.41%

General Government Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Administrative Hearings	\$100,573	\$93,270	\$93,260	\$90,150	-3.35%	-3.33%
Audio Video Production	196,525	168,380	190,730	204,080	21.20%	7.00%
Board of Elections	896,928	1,207,150	1,207,150	1,297,980	7.52%	7.52%
Board of License Commissioners	80,563	92,230	91,820	91,270	-1.04%	-0.60%
County Commissioners	1,094,869	1,095,020	1,101,130	1,083,110	-1.09%	-1.64%
Not in Carroll	0	0	0	300,000	100.00%	100.00%
Total General Government Other	\$2,369,458	\$2,656,050	\$2,684,090	\$3,066,590	15.46%	14.25%
Total Without Benefits	\$1,865,199	\$2,343,540	\$2,369,570	\$2,436,520	3.97%	2.83%
Total General Government	\$23,849,476	\$37,176,900	\$37,079,070	\$40,190,230	8.11%	8.39%
Total Without Benefits	\$16,699,276	\$33,210,310	\$33,119,435	\$35,593,040	7.17%	7.47%

Comprehensive Planning

Comprehensive Planning

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Comprehensive Planning	\$925,341	\$948,150	\$941,820	\$962,440	1.51%	2.19%
Total Comprehensive Planning	\$925,341	\$948,150	\$941,820	\$962,440	1.51%	2.19%
Total Without Benefits	\$631,007	\$759,250	\$753,360	\$768,460	1.21%	2.00%

Mission and Goals

To develop and implement plans that allocate personnel, physical, natural, fiscal, and constructed resources in a manner that is equitable, responsible, and defensible.

Goals include:

- Maintain the fabric of our communities
- Conserve natural resources
- Minimize sprawl
- Encourage economic development opportunities

Highlights, Changes, and Useful Information

Plans in progress include:

- Freedom Community Comprehensive Plan
- County Bicycle – Pedestrian Master Plan

Comprehensive Planning

Description	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 17	Budget FY 18	Budget FY 18	Budget FY 19	From Orig. FY 18	From Adj. FY 18
Personnel	\$512,544	\$630,490	\$624,600	\$649,250	2.98%	3.95%
Benefits	294,334	188,900	188,460	193,980	2.69%	2.93%
Operating	118,462	125,160	125,160	116,810	-6.67%	-6.67%
Capital	0	3,600	3,600	2,400	-33.33%	-33.33%
Total	\$925,341	\$948,150	\$941,820	\$962,440	1.51%	2.19%
Total Without Benefits	\$631,007	\$759,250	\$753,360	\$768,460	1.21%	2.00%
Employees FTE	11.25	11.25	11.62	11.62	-----	-----

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

Lynda Eisenberg, Acting Director (410) 386-5145
 Lynn Karr, Senior Budget Analyst (410) 386-2082
<http://ccgovernance.carr.org/ccg/complanning/>

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 street and road planning, and the town/county liaison planners.

Program Highlights

Plans in progress include:

- Freedom Community Comprehensive Plan
- County Bicycle – Pedestrian Master Plan
- Recodification of the County Zoning Code to align with the Future Land Use Designations identified in the Carroll County Master Plan adopted February 2015.

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to employee turnover.
- A 3% salary increase is included in FY 19.
- Operating decreases due to the transfer of Legislative Liaison lodging expenses to the Facilities budget.

Comptroller

Comptroller Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Comptroller Administration	\$457,591	\$438,980	\$429,200	\$441,590	0.59%	2.89%
Accounting	1,126,334	998,910	971,290	1,044,780	4.59%	7.57%
Bond Issuance Expense	137,068	196,760	196,760	213,300	8.41%	8.41%
Collections Office	1,356,456	1,273,770	1,271,710	1,334,320	4.75%	4.92%
Independent Post Audit	46,383	49,180	49,180	50,660	3.01%	3.01%
Purchasing	427,289	456,710	462,810	484,100	6.00%	4.60%
Total Comptroller	\$3,551,121	\$3,414,310	\$3,380,950	\$3,568,750	4.52%	5.55%
Total Without Benefits	\$2,576,494	\$2,869,150	\$2,838,170	\$2,992,160	4.29%	5.43%

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 33rd 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 17 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 17, the County maintained its bond rating levels of strong creditworthiness with the three following major credit rating agencies:

Moody's Investors Service	Aa1
Standard & Poor's	AAA
Fitch	AAA

Budget Changes

- Accounting increases due to a change in the investment concept, offset by Interest income.
- Bond Issuance Expense increases due to an anticipated bond sale in FY 19.
- Collections Office increases due to Homestead Tax Credit.

Comptroller Administration

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$287,436	\$301,110	\$292,030	\$300,780	-0.11%	3.00%
Benefits	135,854	87,130	86,430	86,550	-0.67%	0.14%
Operating	34,302	50,740	50,740	54,260	6.94%	6.94%
Capital	0	0	0	0	0.00%	0.00%
Total	\$457,591	\$438,980	\$429,200	\$441,590	0.59%	2.89%
Total Without Benefits	\$321,738	\$351,850	\$342,770	\$355,040	0.91%	3.58%
Employees FTE	4.12	4.12	4.12	4.12	-----	-----

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

Contact

Robert M. Burk, Comptroller (410) 386-2085
Judy Flickinger, Senior Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/comp/>

Mission and Goals

The Department of the Comptroller's mission is to perform the financial operations of the County while maintaining a strong financial control environment to ensure that all 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 33rd 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 17 CAFR.

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to employee turnover.
- A 3.0% salary increase is included in FY 19.
- Operating increases due to professional development.

Accounting

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$698,217	\$692,980	\$667,320	\$685,770	-1.04%	2.76%
Benefits	390,448	218,000	216,040	223,460	2.50%	3.43%
Operating	37,234	87,750	87,750	134,570	53.36%	53.36%
Capital	435	180	180	980	444.44%	444.44%
Total	\$1,126,334	\$998,910	\$971,290	\$1,044,780	4.59%	7.57%
Total Without Benefits	\$735,886	\$780,910	\$755,250	\$821,320	5.17%	8.75%
Employees FTE	12.00	12.00	12.00	12.00	-----	-----

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

Contact

Robert M. Burk, Comptroller (410) 386-2085
Judy Flickinger, Senior Budget Analyst (410) 386-2082
<http://ccgovernent.carr.org/ccg/account/>

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

Mission and Goals

The mission of the Bureau of Accounting is to ensure that the financial data maintained for the County is accurate in all material aspects and is reported to fairly present the financial position and results of County operations. The Bureau assures taxpayers and citizens of the County that their tax dollars are being handled in a prudent and appropriate manner in accordance with all applicable laws and will provide information as requested to both internal and external customers. The Bureau establishes and maintains an internal control structure designed to ensure that government assets are protected from loss, theft, or misuse.

Goals include:

- Continue to achieve excellence in financial reporting
- Provide timely and accurate financial data as requested in order to maintain continuity between departments
- Maintain and enhance the internal control structure that protects County assets
- Ensure the County's financial records and statements are in compliance with Generally Accepted Accounting Principles (GAAP), the Governmental Accounting Standards Board (GASB), and best practices as recommended by the Government Finance Officers Association (GFOA)

Description

The Bureau of Accounting is responsible for the financial operations of the County, and is overseen by the Comptroller. Duties include:

- Payment of all County obligations (payroll, accounts payable, long-term debt, etc.)
- Billing for water, sewer, septage, and solid waste services
- Cash management and maintaining investment portfolios based on priorities of safety, liquidity, and return on investment

Program Highlights

For the 33rd 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 17 CAFR.

Output Measures	FY 14	FY 15	FY 16	FY 17
Payroll Checks Issued	26,892	26,949	27,245	27,265
Vendor Payments Issued	16,855	16,402	15,292	15,147
Voucher Payments Processed	24,531	24,419	23,881	24,663
W-2 Forms Issued	1,235	1,244	1,292	1,392
1099 Forms Issued	669	700	710	710

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to employee turnover.
- A 3.0% salary increase is included in FY 19.
- Operating increases due to a change in the investment concept, offset by Interest income.
- Capital increases due to furniture replacement.

Bond Issuance Expense

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	137,068	196,760	196,760	213,300	8.41%	8.41%
Capital	0	0	0	0	0.00%	0.00%
Total	\$137,068	\$196,760	\$196,760	\$213,300	8.41%	8.41%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Robert M. Burk, Comptroller (410) 386-2085
 Judy Flickinger, Senior Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/comp/>

Mission and Goals

To provide an effective debt-management program that enables the County to issue debt for capital needs at the lowest possible costs.

Goals include:

- Maintain or improve the County's three credit ratings
- Maintain open public disclosure of debt and financial information
- Utilize best practices and available financial tools to borrow at the lowest possible costs
- Monitor compliance with IRS regulations and state laws with regard to debt issuance

Description

The County issues bonds to finance various capital projects and requests. The rating agencies also review the credit worthiness of the County and issue their ratings, which affect the terms at which the County can issue debt. Numerous costs are included within the annual bond issuance expenses because the County is able to avoid future financing costs by paying these costs when incurred, rather than including them in the debt issuance. The major expenses include:

- Financial Advisor Fees
- Credit Rating Agency Fees
- Legal Counsel concerning the preparation and review of the official statement and other required documents
- Advertising, Printing, and Distribution Fees
- Existing issuance registrar and escrow fees
- New issuance and setup fees

All outstanding bond issues, official statements, and disclosures can be viewed at www.dacbond.com.

Program Highlights

- In FY 18, the County maintained its bond rating levels of strong creditworthiness with the three following major credit rating agencies:

Moody's Investors Service	Aa1
Standard & Poor's	AAA
Fitch	AAA

- The chart below shows a comparison of the County's bond issuance amounts and interest rates over the fiscal years:

FY 15 General Obligation Bonds and Refunding	\$73,515,000	2.574%
FY 16 General Obligation Bonds and Refunding	\$37,185,000	2.63%
FY 17 General Obligation Bonds and Refunding	\$20,350,000	2.656%
FY 18 - No General Obligation Bonds or Refunding	\$0	0.00%

Budget Changes

In FY 19, the anticipated bond issue is \$27.7 million.

Collections Office

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$395,525	\$432,450	\$430,540	\$462,660	6.99%	7.46%
Benefits	306,705	156,540	156,390	170,650	9.01%	9.12%
Operating	653,794	684,130	684,130	700,335	2.37%	2.37%
Capital	433	650	650	675	3.85%	3.85%
Total	\$1,356,456	\$1,273,770	\$1,271,710	\$1,334,320	4.75%	4.92%
Total Without Benefits	\$1,049,751	\$1,117,230	\$1,115,320	\$1,163,670	4.16%	4.34%
Employees FTE	10.63	10.63	10.63	10.63	-----	-----

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

Contact

Robert M. Burk, Comptroller (410) 386-2085
Judy Flickinger, Senior Budget Analyst (410) 386-2082
<http://ccggovernment.carr.org/ccg/collect/>

- Monthly reporting to the State Department of Assessments and Taxation (SDAT) on various revenues collected and remittance to the State of Maryland
- Monthly reporting to Carroll County municipalities and remittance of corresponding revenues

Mission and Goals

The mission of the Collections Office is to receive and properly record all revenues remitted and due to the County.

Goals include:

- Maintain a high level of efficiency and accuracy while providing excellent customer service
- Achieve a timely deposit of funds in order to maximize earnings on invested assets to allow the County to meet its obligations and perform all of its functions as a government

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to employee turnover.
- Personnel increases due to six month double fill of a managerial position and a 3% salary adjustment.
- Operating increases due to an increase in Homestead Tax Credit expense, offset by flat vendor services expenses.

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

Independent Post Audit

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	46,383	49,180	49,180	50,660	3.01%	3.01%
Capital	0	0	0	0	0.00%	0.00%
Total	\$46,383	\$49,180	\$49,180	\$50,660	3.01%	3.01%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Robert M. Burk Comptroller, (410) 386-2085
 Judy Flickinger, Senior Budget Analyst (410) 386-2082
<http://ccggovernment.carr.org/ccg/comp/>

Mission and Goals

To secure an independent certified public accounting firm to perform an independent annual audit of the County's financial records in order to assure the records are in accordance with the Generally Accepted Accounting Principles (GAAP).

Goals include:

- Obtain the annual audit at the lowest possible cost while simultaneously guaranteeing the audit is independent and conforms to all auditing standards required for governmental audits
- Fairly and clearly present full financial disclosure to anyone interested in the County's finances

Description

The independent audit is performed on an annual basis to provide reasonable assurance that the financial statements of Carroll County for the prior fiscal year are free of material misstatement. The independent audit involves: examining, on a test basis, evidence supporting the amounts and disclosure in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall financial statement presentation.

This budget is for the General Fund portion of the annual audit itself and includes a single audit of Federal awards. State law (Maryland Code Article 19, Section 40) requires that all local governments have an annual audit of financial records performed by a certified public accountant.

County personnel who assist the external auditors in administering the Independent Post Audit are included in the Comptroller's Department.

The County's audited financial statements are presented online as part of the Comprehensive Annual Financial Report (CAFR) available at <http://ccggovernment.carr.org/ccg/comp/17-cafr/>

Program Highlights

For FY 17, Carroll County received an unmodified audit opinion.

Budget Changes

Operating increases due to contract pricing for audit services.

Purchasing

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$248,341	\$290,370	\$296,040	\$304,870	4.99%	2.98%
Benefits	141,621	83,490	83,920	95,930	14.90%	14.31%
Operating	37,328	82,850	82,850	83,300	0.54%	0.54%
Capital	0	0	0	0	0.00%	0.00%
Total	\$427,289	\$456,710	\$462,810	\$484,100	6.00%	4.60%
Total Without Benefits	\$285,668	\$373,220	\$378,890	\$388,170	4.01%	2.45%
Employees FTE	5.00	5.00	5.00	5.00	-----	-----

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

Contact

Robert M. Burk, Comptroller (410) 386-2085
Judy Flickinger, Senior Budget Analyst (410) 386-2082
<http://ccggovernment.carr.org/ccg/purchase/>

Mission and Goals

To procure necessary goods and services for the County in the most efficient and effective manner possible and to serve customers in all business activities and transactions with honor, fairness, and integrity, actively seeking best value results in all County purchases.

Goals include:

- Treat all individuals, corporations, and businesses who desire to compete in the County with fairness and equality
- Uphold and promote honesty and integrity at all times
- Conduct an open and transparent bidding process
- 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 Bureau of Purchasing is responsible for maintaining a fair and equitable procurement process for the citizens of Carroll County. The Bureau constantly seeks to obtain the best value and achieve the maximum savings of County tax dollars through purchases at the right quantity, quality, price, place, and time.

The Bureau of Purchasing utilizes professional organizations such as the National Institute of Governmental Purchasing (NIGP) and the Maryland Public Purchasing Association (MPPA) to network and keep abreast of best practices in public procurement.

The Bureau of Purchasing also takes advantage of Carroll County's Baltimore Metropolitan Council (BMC) of Governments to reap the benefits of one of the BMC's committees, the Baltimore Regional Cooperative Purchasing Committee (BRPCPC).

Program Highlights

- As a result of membership on the BMC's Purchasing Sub-Committee and Energy Board, the County has been able to lower and stabilize its energy costs (natural gas and electricity) for government buildings. Additionally, an energy management tracking program has been implemented to provide valuable energy cost and performance data.
- The expanded use of the procurement card program 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 Bureau of Purchasing has been very active in cooperative buying initiatives. Cooperative buying effectively leverages the needs of many to obtain a great price for commodities and services required by end users.
- Utilization of cooperative purchasing initiatives has led to decreased administrative costs and increased Bureau efficiency.

Budget Changes

- The increase from FY 18 Original to Adjusted is due to employee turnover and salary adjustments.
- A 3.0% salary increase is included in FY 19.

County Attorney

County Attorney Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
County Attorney	\$771,584	\$758,050	\$758,710	\$802,750	5.90%	5.80%
Total County Attorney	\$771,584	\$758,050	\$758,710	\$802,750	5.90%	5.80%
Total Without Benefits	\$558,821	\$619,170	\$619,780	\$655,340	5.84%	5.74%

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 13 and FY 17, the County Attorney's Office collected more than \$1.5M in delinquent accounts related to unpaid taxes and fees, medical expenses for inmates, and reimbursements for accidents and bad checks.

FY 13	FY 14	FY 15	FY 16	FY 17
\$270,940	\$343,960	\$317,210	\$276,580	\$300,040

Budget Changes

The overall increase is due to outside legal fees.

County Attorney

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$407,305	\$474,650	\$475,260	\$489,450	3.12%	2.99%
Benefits	212,763	138,880	138,930	147,410	6.14%	6.10%
Operating	151,515	144,520	144,520	165,890	14.79%	14.79%
Capital	0	0	0	0	0.00%	0.00%
Total	\$771,584	\$758,050	\$758,710	\$802,750	5.90%	5.80%
Total Without Benefits	\$558,821	\$619,170	\$619,780	\$655,340	5.84%	5.74%
Employees FTE	6.75	6.75	6.75	6.75	-----	-----

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

Contact

Timothy Burke, County Attorney (410) 386-2030
 Chizuko M. Godwin, Budget Analyst (410) 386-2082
<http://ccgovernments.org/ccg/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 13 and FY 17, the County Attorney's Office collected more than \$1.5M in delinquent accounts related to unpaid taxes and fees, medical expenses for inmates, and reimbursements for accidents and bad checks.

Budget Changes

- A 3.0% salary increase is included in FY 19.
- Operating increases due to outside legal fees.

Economic Development

Economic Development Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Economic Development Administration	\$1,000,993	\$966,250	\$970,150	\$779,250	-19.35%	-19.68%
Business and Employment Resource Center	273,334	249,200	249,580	251,520	0.93%	0.78%
Econ. Dev. Infrastructure and Investments	990,604	750,070	750,070	2,067,000	175.57%	175.57%
Farm Museum	1,028,234	962,040	963,660	992,880	3.21%	3.03%
Tourism	274,718	307,150	304,450	417,570	35.95%	37.16%
Total Economic Development	\$3,567,883	\$3,234,710	\$3,237,910	\$4,508,220	39.37%	39.23%
Total Without Benefits	\$2,940,188	\$2,887,470	\$2,890,455	\$4,134,100	43.17%	43.03%

Mission and Goals

The mission of the Department of Economic Development is to create a positive business environment to foster the growth and retention of resident companies and encourage the attraction of new industry. The purpose is to provide jobs for local residents, promote a healthy economy, and increase the industrial tax base to provide for government services.

Goals include:

- Increase the commercial/industrial tax base
- Increase the number of quality jobs
- Support the development of new technology and the growth of resident industries
- Create an environment that fosters small business creation, sustainability, and growth
- Increase tourism in Carroll County and support the efforts of local tourism related businesses
- Assist Carroll County businesses with workforce development needs, and citizens in finding employment opportunities

Highlights, Changes, and Useful Information

The Business and Employment Resource Center continues to see demand for their programs, such as workforce training classes and job search assistance.

Budget Changes

- Economic Development Administration decrease due to the transfer of expenses for the Carroll Community College Entrepreneurship program to a new budget.
- Economic Development Infrastructure and Investments increases due to a reduction to balance the budget in FY 18, offset by a smaller reduction in FY 19.
- Tourism increases due to advertising and a one-time vehicle purchase.

Economic Development Administration

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$390,600	\$403,830	\$407,460	\$419,670	3.92%	3.00%
Benefits	212,798	123,170	123,440	122,830	-0.28%	-0.49%
Operating	397,595	439,250	439,250	236,750	-46.10%	-46.10%
Capital	0	0	0	0	0.00%	0.00%
Total	\$1,000,993	\$966,250	\$970,150	\$779,250	-19.35%	-19.68%
Total Without Benefits	\$788,195	\$843,080	\$846,710	\$656,420	-22.14%	-22.47%
Employees FTE	5.75	5.75	5.75	5.75	-----	-----

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

Contact

Jack Lyburn, Director (410) 386-2071
 Taylor Hockensmith, Budget Analyst (410) 386-2082
<http://www.carrollworks.org/>

Mission and Goals

The mission of the Department of Economic Development is to create a positive business environment to foster the growth and retention of resident companies and encourage the attraction of new industry. The purpose is to provide jobs for local residents, promote a healthy economy, and increase the industrial tax base to provide for government services.

Goals include:

- Enhancing economic development in Carroll County to provide an adequate tax base to maintain our high quality of life and ensure the stability of our communities
- Providing opportunities for residents to work in their communities
- Investing in developing infrastructures and business support programs

Description

The Department of Economic Development:

- Promotes Carroll County as a business location
- Provides an array of services to residents and potential businesses, such as site and facility tours, research, financing, regulatory agency assistance, and business advocacy services
- Provides administrative support to the Economic Development Commission, a Commissioner-appointed board that acts as an 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

- January 2018 unemployment numbers rank Carroll County as the second lowest in the State at 3.1%, well below the state's unemployment rate of 4.0%.
- Commercial and Industrial vacancy rates remain stable.
 - Office: Carroll – 7.6% Baltimore – 10.0%
 - Retail: Carroll – 6.0% Baltimore – 5.5%
 - Industrial: Carroll – 7.0% Baltimore – 9.0%

Budget Changes

- The increase from FY 18 Original to Adjusted is due to salary adjustments.
- A 3.0% salary increase is included in FY 19.
- Operating decreases due to the transfer of expenses for the Carroll Community College Entrepreneurship program to a new budget.

Business and Employment Resource Center

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$140,951	\$150,440	\$150,790	\$155,290	3.22%	2.98%
Benefits	129,267	83,660	83,690	80,890	-3.31%	-3.35%
Operating	3,116	15,100	15,100	15,340	1.59%	1.59%
Capital	0	0	0	0	0.00%	0.00%
Total	\$273,334	\$249,200	\$249,580	\$251,520	0.93%	0.78%
Total Without Benefits	\$144,067	\$165,540	\$165,890	\$170,630	3.07%	2.86%
Employees FTE	2.85	2.85	2.85	2.85	-----	-----

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

Contact

Jack Lyburn, Director (410) 386-2071
 Taylor Hockensmith, Budget Analyst (410) 386-2082
<http://www.carrollworks.org/>

Mission and Goals

The mission of the Carroll County Business and Employment Resource Center (BERC) is to develop a highly effective workforce for new and existing businesses, and to assist job seekers in achieving, advancing, and retaining employment.

Goals include:

- Maximize public investment in job training and workforce development to create and maintain a workforce development system in Carroll County
- Assist citizens in finding employment opportunities preferably with Carroll County businesses
- Market services to Carroll County employers
- Continue the Youth Programs by partnering with public, private, and not-for-profit organizations
- Support State and Federal Departments of Labor's strategic goals to enhance opportunities for America's workforce, promote economic security of workers and families, and foster quality workplaces that are safe, healthy, and fair

Description

The Business and Employment Resource Center, 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 17 Actuals	FY 18 Budget	FY 19 Budget	FY 19 % of Total
Local – County	\$273,333	\$249,200	\$251,520	16.5%
Grants	992,949	1,430,622	1,265,450	83.5%
Total	\$1,266,282	\$1,679,822	\$1,516,970	100.0%

During FY 17:

- 10,246 customer visits were made to BERC.
- 1,445 new customers visited BERC.
- 484 customers (330 new) were registered to access individualized and training services beyond universally available self-directed services.
- 186 Workforce Innovation and Opportunity Act (WIOA) registered customers were placed in jobs.
- 225 customers received a total of 495 training services.
- 38 job recruitment events were held with over 80 businesses participating and over 600 attendees.

Budget Changes

A 3.0% salary increase is included in FY 19.

Economic Development Infrastructure and Investments

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	990,604	750,070	750,070	2,067,000	175.57%	175.57%
Capital	0	0	0	0	0.00%	0.00%
Total	\$990,604	\$750,070	\$750,070	\$2,067,000	175.57%	175.57%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Jack Lyburn, Director (410) 386-2071

Taylor Hockensmith, 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

The staff who administer the expenses are included in the Economic Development Administration budget.

Program Highlights

- Penguin Random House is expanding its Westminster operation by 160,000 square feet.
- Fairlawn Tool is constructing a new 75,000 square foot facility at the Westminster Technology Park. The company will move its operations from Hampstead to a modern manufacturing facility that will employ nearly 100 people over the next few years.
- Evapco, a global designer and manufacturer of evaporative cooling and industrial refrigeration products, is expanding its manufacturing operations and adding 125 new jobs over the next five years. The company will invest \$15 million to expand its manufacturing facility in Taneytown, where it currently employs 441 full-time workers. Improvements include the construction of a new 140,000 square-foot building adjacent to their current facility.
- CoastTec, a Maryland-based company that specializes in the refurbishing and recycling of American Power Conversion (APC) Uninterruptible Power Supplies (UPS), relocated to a 62,500 square foot building in Eldersburg. The new headquarters will employ about 50 people.

- Strouse Corporation purchased land at the Westminster Technology Park to build a new headquarters. The 75,000 square foot building will be completed in early 2018 and will employ 75 people.
- Springdale Preparatory School opened to students in August 2017 on the grounds of the former Brethren Center. The private boarding school has 24 students and 14 teachers and expects to attract international students.
- Concept plans have been submitted for the Warfield Corporate Campus in Sykesville. The campus will feature a residential townhome development to be complemented with retail and office uses within the historic buildings.
- Find Solid Corporation purchased 201 Railroad Avenue in Westminster, MD, and is renovating the building for the manufacturing of specialized doors and hardware. This is the company's first United States location and the company expects to hire over 100 people in the coming years.
- Over the last two years, capital investment of major economic development projects is estimated at \$277 million with the creation of over 900 new jobs in the community.
- The commercial/industrial tax base is at its highest in many years.

Budget Changes

This budget increases due to a reduction to balance the budget in FY 18, offset by a smaller reduction in FY 19.

Farm Museum

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$368,453	\$411,430	\$412,935	\$424,850	3.26%	2.89%
Benefits	244,634	115,710	115,825	127,380	10.09%	9.98%
Operating	413,517	432,900	432,900	438,050	1.19%	1.19%
Capital	1,629	2,000	2,000	2,600	30.00%	30.00%
Total	\$1,028,234	\$962,040	\$963,660	\$992,880	3.21%	3.03%
Total Without Benefits	\$783,600	\$846,330	\$847,835	\$865,500	2.27%	2.08%
Employees FTE	11.06	11.06	11.06	10.90	-----	-----

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

Jack Lyburn, Director (410) 386-2071
 Taylor Hockensmith, Budget Analyst (410) 386-2082
<http://ccgoverment.carr.org/ccg/farmmus/default.asp>

Mission and Goals

To promote the prestige and general welfare of Carroll County, 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 in Westminster, MD, was established in 1966 to preserve the rural heritage of Carroll County and to educate visitors about farming life in the mid-19th century.

The Carroll County Farm Museum, the first of its kind in the State of Maryland, provides visitors an overview of rural Carroll County farm lifestyles of the 19th century through exhibits, demonstrations, and traditional arts classes. The special events held throughout the year bring increased revenue to many businesses in the surrounding area.

The Living History Camp, Enrichment Camp, Traditional Arts classes, and the Heirloom and County gardens 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 Maryland Wine Festival, the Old-Fashioned July 4th Picnic, Fall Harvest Days, and the annual Holiday Tour.

Program Highlights

- The Museum continues to add to its exhibits with the installation of the Wormseed Distillery. The exhibit highlights a national industry that was headquartered in southern Carroll County.
- 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 acquired and will be added to the permanent collection.

Budget Changes

- A 3% salary increase is included in FY 19.
- Capital increases due to furniture replacements.

Tourism

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$105,720	\$116,600	\$114,100	\$119,100	2.14%	4.38%
Benefits	40,996	24,700	24,500	43,020	74.17%	75.59%
Operating	125,518	165,850	165,850	228,950	38.05%	38.05%
Capital	2,484	0	0	26,500	100.00%	100.00%
Total	\$274,718	\$307,150	\$304,450	\$417,570	35.95%	37.16%
Total Without Benefits	\$233,723	\$282,450	\$279,950	\$374,550	32.61%	33.79%
Employees FTE	2.90	2.90	2.90	2.90	-----	-----

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

Jack Lyburn, Director (410) 386-2071

Taylor Hockensmith, Budget Analyst (410) 386-2082

<http://carrollcountytourism.org/>

- Expanded advertising to The Washington Post, The Hagerstown Magazine, and digital ads on Facebook.
- The Tourism budget is 100% funded by the Hotel Tax.

Mission and Goals

To market Carroll County as a tourist destination, to position Carroll County as a competitive destination statewide, and to provide visitors information and services.

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

Budget Changes

- A 3.0% salary increase is included in FY 19.
- Operating increases due to advertising and printing services.
- Capital increases due to furniture replacements and a one-time vehicle purchase.

Description

The Carroll County Visitor Center is located at 1838 Emerald Hill Lane, Westminster, MD. The Bureau works to promote Carroll County as an attractive, inexpensive place to visit. These efforts include:

- Operating the Carroll County Visitor Center seven days a week
- Assisting local tourism-related businesses and event organizers in their marketing efforts
- Advertising, 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

- Partnered with municipalities' Main Street Managers to assist with their advertising efforts.
- Partnered with The Heart of Civil War Heritage Area to bring more student travel groups to the area.

Human Resources

Human Resources Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Human Resources Administration	\$1,020,823	\$944,100	\$943,370	\$940,210	-0.41%	-0.33%
Health and Fringe Benefits	549,135	14,313,640	14,313,640	14,800,780	3.40%	3.40%
Personnel Services	158,780	145,240	144,980	199,480	37.35%	37.59%
Total Human Resources	\$1,728,738	\$15,402,980	\$15,401,990	\$15,940,470	3.49%	3.50%
Total Without Benefits	\$802,287	\$14,574,290	\$14,573,370	\$14,913,950	2.33%	2.34%

Mission and Goals

To encourage employee growth, foster open communications, and provide a respectful and supportive work environment that enables all Carroll County Government employees to improve and maintain their work productivity in the service of Carroll County citizens.

Goals include:

- Attract, retain, and develop qualified employees who support the vision, goals, and objectives of Carroll County Government
- Provide career development opportunities to assure continuity of county government operations
- Encourage employee engagement and increase morale through various programs
- Develop and maintain competitive classification and compensation plans
- Develop, monitor, and maintain policies related to employment laws and the Carroll County Personnel Code
- Provide fiscally responsible health and welfare benefits programs to employees as part of the full compensation package

Highlights, Changes, and Useful Information

Human Resources supports County Government operations as well as outside agencies at varying levels. Health coverage, retirement, and other benefits are administered and funded out of this office for the Courts, State's Attorney's Office, and Sheriff Services. These agencies are eligible to use the clerical workers in Personnel Services. Health coverage is also provided to the Carroll County Public Library and Animal Control.

Budget Changes

- Health and Fringe Benefits increases due to the net effect of:
 - One-time reduction of \$2.0M in FY 19 to rebalance the Internal Service Fund, offset by a \$2.0M reduction in FY 18
 - 4.9% increase in claims
 - Addition of eleven new positions
- Personnel Services increases due to the transfer of a position from Human Resources Administration.

Human Resources Administration

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$575,146	\$627,890	\$627,210	\$615,110	-2.04%	-1.93%
Benefits	349,613	204,640	204,590	193,870	-5.26%	-5.24%
Operating	96,064	111,570	111,570	131,230	17.62%	17.62%
Capital	0	0	0	0	0.00%	0.00%
Total	\$1,020,823	\$944,100	\$943,370	\$940,210	-0.41%	-0.33%
Total Without Benefits	\$671,210	\$739,460	\$738,780	\$746,340	0.93%	1.02%
Employees FTE	11.00	11.00	11.00	10.00	-----	-----

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

Kimberly Frock, Director (410) 386-2129
Lynn Karr, Senior Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/humanres/>

Mission and Goals

To encourage employee growth, foster open communications, and provide a respectful and supportive work environment that enables all Carroll County Government employees to improve and maintain their work productivity in the service of Carroll County citizens.

Goals include:

- Attract, retain, and develop qualified employees who support the vision, goals, and objectives of Carroll County Government
- Provide career development opportunities
- 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 17:
 - Facilitated four quarterly orientations on policies, laws, recycling, risk management, and technology services.
 - MoMentum training program offered 18 computer skills sessions and 4 management component sessions.
 - Conducted seven Lunch and Learn training sessions for supervisory staff.
 - Wellness Committee offered 17 events.

Budget Changes

- Personnel increases due to a 3.0% salary adjustment, offset by a transfer of a position to Personnel Services.
- Operating increases due to professional development for County personnel.

Health and Fringe Benefits

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$9,771	\$13,000	\$13,000	\$13,000	0.00%	0.00%
Benefits	493,352	578,940	578,940	771,580	33.27%	33.27%
Operating	46,013	13,721,700	13,721,700	14,016,200	2.15%	2.15%
Capital	0	0	0	0	0.00%	0.00%
Total	\$549,135	\$14,313,640	\$14,313,640	\$14,800,780	3.40%	3.40%
Total Without Benefits	\$55,783	\$13,734,700	\$13,734,700	\$14,029,200	2.14%	2.14%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Kimberly Frock, Director (410) 386-2129
 Lynn Karr, Senior Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/humanres/Benefits.aspx>

Mission and Goals

To administer employee benefits, educate employees about their benefits, and work with employees to resolve issues related to benefits.

The goal of this agency is to provide a competitive health and welfare benefit package to employees as part of the total compensation package.

Description

Benefits offered by the County include:

- Pension plans (see the OPEB, Pension Trust, and Special Revenue Funds section for further explanation and annual contributions)
- Death benefits
- Longevity program
- Life insurance
- Disability benefits
- Medical healthcare
- Dental healthcare
- Wellness program

The staff that administers the Health and Fringe Benefits budget is included in the Human Resources Administration budget.

Program Highlights

- United Healthcare is the County's medical health plan provider. County employees have a choice between two medical plans:
 - Choice is an HMO program that provides in-network coverage only, with no requirement for referrals, but no out-of-network benefit for employees who choose to utilize non-participating providers.
 - Choice Plus allows the insured to receive treatment within the network of providers for the regular co-payment amount and also provides out-of-network coverage at slightly increased expense to the insured.
- Benefit providers include OptumRx as the provider for prescription coverage and Delta Dental as the PPO provider for dental care.
- Member education resulted in utilization of generic prescriptions increasing from 81.6% to 83.7% in calendar year 2017.
- Member utilization of in-network providers remains high at 98.5%.

Budget Changes

- Benefits increase due to OPEB allocations.
- Operating increases due to the net effect of:
 - One-time reduction of \$2.0M in FY 19 to rebalance the Internal Service Fund, offset by a \$2.0M reduction in FY 18
 - 4.9% increase in claims
 - Addition of eleven new positions

Personnel Services

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$75,293	\$100,120	\$99,880	\$138,400	38.23%	38.57%
Benefits	83,487	45,110	45,090	61,070	35.38%	35.44%
Operating	(0)	10	10	10	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$158,780	\$145,240	\$144,980	\$199,480	37.35%	37.59%
Total Without Benefits	\$75,293	\$100,130	\$99,890	\$138,410	38.23%	38.56%
Employees FTE	3.00	3.00	3.00	4.00	-----	-----

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

Kimberly Frock, Director (410) 386-2129

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

Mission and Goals

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

Goals include:

- Provide trained clerical support knowledgeable in County procedures and equipment
- Have staff ready and available for clerical openings to shorten recruitment time when vacancies occur

Description

Personnel Services provides clerical support to all County agencies, Sheriff Services, the Circuit Court, and the State's Attorney's Office on an as needed basis. The staff of clerical positions:

- Is readily available for assignments
- Is familiar with County procedures and policies
- Is trained and familiar with County office equipment and software
- Provides agencies the option to fill vacancies with trained employees
- Eliminates the need for temporary staffing from outside services
- Provides support when other employees are out or additional support is needed

Program Highlights

In FY 17, Personnel Services provided 4,037 hours of support to various agencies.

Budget Changes

Personnel increases due to a 3.0% salary adjustment and the transfer of a position from Human Resources Administration.

Land and Resource Management

Land and Resource Management Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Land and Resource Management Administration	\$868,920	\$785,890	\$769,190	\$794,100	1.04%	3.24%
Development Review	602,384	543,860	543,600	568,600	4.55%	4.60%
Resource Management	943,720	809,390	805,010	853,630	5.47%	6.04%
Zoning Administration	371,584	239,680	239,250	256,650	7.08%	7.27%
Total Land and Resource Management	\$2,786,609	\$2,378,820	\$2,357,050	\$2,472,980	3.96%	4.92%
Total Without Benefits	\$1,709,248	\$1,761,110	\$1,740,890	\$1,829,300	3.87%	5.08%

Mission and Goals

The Department of Land and Resource Management's vision is to maintain, develop, and implement programs in an efficient and effective manner related to development review, zoning, resource management, geographic information systems (GIS), and agricultural preservation.

Goals include:

- Preserve farmland in perpetuity for present and future agricultural uses
- Develop creative means to achieve the County's land preservation goal of 100,000 acres
- Provide timely, efficient, accurate, and friendly customer service in a predictable and efficient manner while assuring compliance with County development codes, regulations, and processes, as well as applicable State laws and regulations
- Maintain full EPA National Pollutant Discharge Elimination System (NPDES) permit compliance for the five-year compliance period
- Promote the health, safety, and welfare of the residents of Carroll County through the fair and equitable enforcement of the Zoning Ordinance

Highlights, Changes, and Useful Information

The majority of funding for the services provided by the Department of Land and Resource Management is in the Community Investment Plan, including Agricultural Land Preservation and water quality projects.

Budget Changes

The overall decrease from FY 18 Original to Adjusted is due to employee turnover.

Land and Resource Management Administration

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$538,831	\$562,820	\$547,300	\$575,680	2.28%	5.19%
Benefits	325,320	184,910	183,730	180,260	-2.51%	-1.89%
Operating	4,769	38,160	38,160	38,160	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$868,920	\$785,890	\$769,190	\$794,100	1.04%	3.24%
Total Without Benefits	\$543,600	\$600,980	\$585,460	\$613,840	2.14%	4.85%
Employees FTE	9.10	9.33	9.33	9.43	-----	-----

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

Thomas Devilbiss, Director (410) 386-2145
 Lynn Karr, Senior Budget Analyst (410) 386-2082
<http://ccgovernments.org/ccg/plan/>

Mission and Goals

It is the Department of Land and Resource Management's vision to maintain, develop, and implement programs in an efficient and effective manner related to development review, zoning, resource management, geographic information systems (GIS), and agricultural preservation.

Goals include:

- Preserve farmland in perpetuity for present and future agricultural uses
- Develop creative means to achieve the County's land preservation goal of 100,000 acres
- Maintain full EPA National Pollutant Discharge Elimination System (NPDES) permit compliance for the five-year compliance period
- Promote the health, safety, and welfare of the residents of Carroll County through the fair and equitable enforcement of the Zoning Ordinance

Description

The Department of Land and Resource Management is a front-line agency serving the citizens, businesses, and other governmental agencies on a daily basis. The Department provides leadership guidance, GIS products, and technical and statistical information on issues relating to development, land preservation, water resource management, zoning, town/county cooperation, and resource protection issues. Responsibilities also include enforcing the County's Storm Sewer System code, and managing the Countywide National Pollutant Discharge Elimination System (NPDES). The Department staffs the Planning and Zoning Commission, the Environmental Advisory Council, and participates in the Water Resource Coordination Council.

Program Highlights

- Annual in-house training for County and municipal staff was performed in October in compliance with the NPDES permit.
- Administration staff submitted the Annual Permit Compliance Report to the Maryland Department of Environment.
- In FY 17, the County Agricultural Preservation Program preserved ten farms, and the Critical Farms Program one farm, for a total of 1,529 acres preserved.

Budget Changes

- The decrease from FY 18 Original to Adjusted due to employee turnover.
- Personnel increases due to a 3.0% salary adjustment and a change in personnel allocations to the Watershed Protection and Restoration Fund.

Development Review

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$335,132	\$400,460	\$400,230	\$412,230	2.94%	3.00%
Benefits	237,864	129,300	129,270	142,270	10.03%	10.06%
Operating	28,940	14,100	14,100	14,100	0.00%	0.00%
Capital	448	0	0	0	0.00%	0.00%
Total	\$602,384	\$543,860	\$543,600	\$568,600	4.55%	4.60%
Total Without Benefits	\$364,520	\$414,560	\$414,330	\$426,330	2.84%	2.90%
Employees FTE	8.00	8.00	8.00	8.00	-----	-----

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

Contact

Clayton R. Black, Bureau Chief (410) 386-2145
 Lynn Karr, Senior Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/devrev/>

Mission and Goals

To provide timely, efficient, accurate, and friendly customer service in a predictable and efficient manner while assuring compliance with County development codes, regulations, and processes, as well as applicable State laws and regulations.

Goals include:

- Interpret correctly and consistently apply the requirements of Chapter 155 Development and Subdivision of Land, Chapter 156 Adequate Public Facilities and Concurrency Management, Development Review Manual, and Roads and Storm Drain Design Manual
- Promote economic development initiatives through expeditious and thorough reviews
- Develop and refine systems and procedures to collect, assess, and provide accurate, reliable development information
- Increase the availability of information for improving public knowledge and use of the development process
- Facilitate communications and cooperation for all users of our service
- Continually review and recommend code changes and revisions to improve the functionality of the development process

Description

The Bureau of Development Review is responsible for reviewing all residential, commercial, and industrial plans in Carroll County. The Bureau processes and tracks development plans from submission through approval while providing development review services to the municipalities. The Bureau is also responsible for monitoring the effects of the Concurrency Management Ordinance and developing the annual report detailing the adequacy level of the applicable facilities.

Program Highlights

Year	Final Plats Processed and Recorded	Planning Commission Reviewed
FY 17	41	41
FY 16	48	27
FY 15	38	66
FY 14	41	35
FY 13	39	27
FY 12	35	39

Budget Changes

- A 3% salary increase is included in FY 19.
- Benefits increases due to a change in OPEB allocations.

Resource Management

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$496,241	\$519,050	\$514,980	\$556,240	7.17%	8.01%
Benefits	383,508	246,630	246,320	253,140	2.64%	2.77%
Operating	56,172	35,510	35,510	36,050	1.52%	1.52%
Capital	7,799	8,200	8,200	8,200	0.00%	0.00%
Total	\$943,720	\$809,390	\$805,010	\$853,630	5.47%	6.04%
Total Without Benefits	\$560,212	\$562,760	\$558,690	\$600,490	6.70%	7.48%
Employees FTE	9.90	9.90	9.90	10.15	-----	-----

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

Gale Engles, Bureau Chief (410) 386-2145
 Lynn Karr, Senior Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/resmgmt/>

Mission and Goals

Protect and manage the natural resources for use and enjoyment by the citizens of Carroll County. Promote public awareness and education to preserve, protect, and improve natural resources in the County.

Goals include:

- Serve as the central source of information and data relating to Carroll County's natural resources
- Fairly and equitably interpret and apply code requirements for Chapter 53 Environmental Management of Storm Sewer System, Chapter 153 Floodplain Management, Chapter 157 Landscape Enhancement of Development, Chapter 151 Stormwater Management, and Chapter 154 Water Resource Management
- Maintain full EPA National Pollutant Discharge Elimination System (NPDES) permit compliance for the five-year compliance period
- Protect and promote the economic value and contribution of Carroll County's agricultural resources

Description

The Bureau of Resource Management staff is responsible for protection and management of water, soil, and forestry resources. The staff is involved in a wide range of activities: subdivision and site plan review, retrofit and restoration projects, tree plantings, water supply protection, watershed assessments, restoration and protection, forest protection and enhancement, landscape development and enhancement, floodplain management and grading/sediment control, sinkhole investigation, program development, inspection and enforcement, and technical assistance to other County agencies and the general public. The work of the Bureau is regulated by County Codes and State/Federal mandated programs.

Program Highlights

- In FY 17, 3 stormwater management retrofit projects were completed, treating 92 acres of impervious area and 147 acres of drainage area.
- Six non-structural stormwater management practices were installed with informational signage at the Carroll County Farm Museum. This venue was used for the Bureau's Earth Day celebration with students from the Carroll County Outdoor School program.

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to turnover, offset by reclassifications.
- Personnel increases due to a 3.0% salary adjustment and a change in personnel allocations to the Watershed Protection and Restoration Fund.

Zoning Administration

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$166,690	\$176,510	\$176,110	\$181,340	2.74%	2.97%
Benefits	130,669	56,870	56,840	68,010	19.59%	19.65%
Operating	73,858	6,000	6,000	7,000	16.67%	16.67%
Capital	367	300	300	300	0.00%	0.00%
Total	\$371,584	\$239,680	\$239,250	\$256,650	7.08%	7.27%
Total Without Benefits	\$240,915	\$182,810	\$182,410	\$188,640	3.19%	3.42%
Employees FTE	4.00	4.00	4.00	4.00	-----	-----

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

Contact

Jay C. Voight, Zoning Administrator (410) 386-2982

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

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

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, legal and real estate professionals on the zoning and use of properties for their determination in land use and purchase decisions
- Enforce written Zoning Regulations and the approvals and conditions of the Board of Zoning Appeals
- Review all pending building permits to assure Zoning Ordinance conformance

Description

The purpose of the Zoning Ordinance is to promote the health, safety, and general welfare of the community by regulating and restricting a structure's:

- Height and number of stories
- Percent of lot area that may be occupied
- Density of population
- Lot, yard, court, and other open space size
- Location
- Use and purpose

The Zoning Ordinance also functions to:

- Conserve the value of property
- Secure safety from fire, panic, and other danger
- Provide for adequate light and air

The Zoning Administrator:

- Conducts public hearings for variance requests including notices and postings
- Participates in planning efforts as they relate to master plans, comprehensive plans, and map and text amendments

Program Highlights

	FY 16	FY 17
New Zoning Cases	311	331
Abated Cases	322	284
Zoning Inspections	1,118	1,250
Zoning Certificate Issued	70	71
Admin.Zoning Hearings	73	62
Building Permits Processed	1,891	1,865
Investigation Activities	1,944	2,050

Budget Changes

- A 3% salary increase is included in FY 19.
- Operating increases due to cell tower consulting fees, which are offset by revenue.

Management and Budget

Management and Budget Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Management and Budget Administration	\$299,364	\$248,190	\$248,820	\$255,240	2.84%	2.58%
Budget	709,548	608,780	588,590	601,820	-1.14%	2.25%
Grants Office	168,786	160,260	159,760	171,390	6.94%	7.28%
Risk Management	1,815,949	2,382,710	2,365,250	2,416,840	1.43%	2.18%
Total Management and Budget	\$2,993,648	\$3,399,940	\$3,362,420	\$3,445,290	1.33%	2.46%
Total Without Benefits	\$1,637,793	\$3,065,630	\$3,030,780	\$3,112,310	1.52%	2.69%

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 Services, Carroll Community College, Carroll County Public Library, and many others.
- Grants Management provides grant writing assistance to many outside agencies, particularly the local non-profits.
- The current FY 18 Adopted Operating and Capital Budgets are available on the Carroll County Government website. Prior year budgets are available on the website.
- Grants statistical information:

	FY 15	FY 16	FY 17
Grant Applications	89	101	108
Grants Awarded	78	88	86
Grants Denied	11	13	18
Grants Pending	0	0	4
Award Dollars	\$12,910,554	\$13,525,303	\$13,126,816

Budget Changes

- The overall decrease from FY 18 Original to Adjusted is due to employee turnover.
- Grants increases due to the biennial Indirect Cost Study and replacement furniture.
- Risk increases due to Environmental, Property, and Comprehensive Collision insurance costs.

Management and Budget Administration

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$211,146	\$188,700	\$189,290	\$194,930	3.30%	2.98%
Benefits	79,788	49,540	49,580	50,360	1.66%	1.57%
Operating	8,430	9,950	9,950	9,950	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$299,364	\$248,190	\$248,820	\$255,240	2.84%	2.58%
Total Without Benefits	\$219,576	\$198,650	\$199,240	\$204,880	3.14%	2.83%
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

Ted Zaleski, Director (410) 386-2082
 Judy Flickinger, Senior Budget Analyst (410) 386-2082
<http://ccgovernent.carr.org/ccg/mangbud/>

Budget Changes

A 3.0% salary increase is included in FY 19.

Mission

The Department of Management and Budget is a team of dedicated professionals committed to excellence in customer service and the efficient and effective management of the County's financial resources and insured investments.

Goals include:

- Accurately project the availability of resources without exceeding actual collections
- 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 Management. Through these agencies, the Department organizes and provides detailed fiscal analysis and management information to assist the Board of County Commissioners and County agencies in making informed management decisions.

The Department of Management and Budget seeks to develop funding strategies that provide a mix of funds from Federal, State, foundation, local, and corporate sources. It also oversees many of the County's insurance programs while working to reduce insurance losses through various Risk Management programs.

Budget

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$434,644	\$453,810	\$435,060	\$448,290	-1.22%	3.04%
Benefits	253,516	140,790	139,350	139,530	-0.89%	0.13%
Operating	3,508	13,960	13,960	14,000	0.29%	0.29%
Capital	17,880	220	220	0	-100.00%	-100.00%
Total	\$709,548	\$608,780	\$588,590	\$601,820	-1.14%	2.25%
Total Without Benefits	\$456,033	\$467,990	\$449,240	\$462,290	-1.22%	2.90%
Employees FTE	7.15	7.15	7.15	7.15	-----	-----

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

Contact

Deborah Effingham, Bureau Chief (410) 386-2082
Judy Flickinger, Senior Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/budget/>

Mission

Through an ongoing process of identifying, allocating, and monitoring resources, Budget helps to turn the Commissioners' vision, goals, and priorities into services and facilities, monitors the use of resources and the provision of services and facilities, and builds strategies to protect the Commissioners' ability to provide planned services and facilities, and avoid over-commitment of resources.

Goals include:

- Accurately project the availability of resources without exceeding actual collections
- 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 annual adoption of the County's capital and operating budgets allocates the County's resources to the services the Commissioners believe best serve the needs of the citizens of the County. The Bureau of Budget facilitates the Operating and Capital Budget processes, and is responsible for forecasting and monitoring all revenues. Staff assists County agencies in the preparation of their budget requests, reviews those requests, and makes recommendations to the County Commissioners for a balanced budget.

Throughout the year, Budget staff review agency expenditure requests for conformance to the approved budget and resolves any issues that arise. Staff performs analysis of County agencies with respect to efficiency, methods, procedures, and organization as instructed by the Director of Management and Budget and the Board of County Commissioners.

Program Highlights

The current FY 18 Adopted Operating and Capital Budgets are available on the Carroll County Government website. The Recommended, Proposed, and Adopted Capital and Operating Budgets for FY 19 become available on the website as each are completed.

FY 18 marks the 11th consecutive year the Adopted Budget Books received the Government Finance Officers Association (GFOA) "Distinguished Budget Presentation Award".

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to employee turnover.
- A 3.0% salary increase is included in FY 19.
- Capital decreases due to one-time furniture replacement in FY 18.

Grants Office

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$104,746	\$114,810	\$114,340	\$117,740	2.55%	2.97%
Benefits	52,929	37,380	37,350	38,220	2.25%	2.33%
Operating	11,111	8,070	8,070	14,930	85.01%	85.01%
Capital	0	0	0	500	100.00%	100.00%
Total	\$168,786	\$160,260	\$159,760	\$171,390	6.94%	7.28%
Total Without Benefits	\$115,857	\$122,880	\$122,410	\$133,170	8.37%	8.79%
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

Deborah Standiford, Grants Manager (410) 386-2082
 Judy Flickinger, Senior Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/grants/>

Mission and Goals

Grants Management is dedicated to enhancing Carroll County through advocating, seeking, developing, securing, and managing grant funding.

Goals include:

- Help service providers make successful grant applications
- Focus on grant opportunities with the greatest impact on the Commissioners' goals
- Maintain a process that promotes successful compliance

Description

Grants Management assists County agencies, County-related agencies, municipalities, and non-profits to identify, develop, write, manage, and evaluate grants. Grants are sought from Federal, State, foundation, and corporate sources. Research provides grant opportunities that closely fit agency needs. Every grant is reviewed to ensure quality of writing and accuracy of budget information. Application requirements are reviewed to assure that the application sufficiently covers information requested so that the grant receives the best evaluation possible from the granting agency.

Grant award conditions are reviewed and assistance is provided to grantees to assure compliance with grant requirements, which are becoming more stringent. Grants may also be selected for monitoring at random to assure sufficiency of record keeping in preparation for audit.

Grantsline, a monthly newsletter published by Grants Management, contains current Federal, State, and philanthropic grant opportunities.

Program Highlights

	FY 15	FY 16	FY 17
Grant Applications	89	101	108
Grants Awarded	78	88	86
Grants Denied	11	13	18
Grants Pending	0	0	4
Award Dollars	\$12,910,554	\$13,525,303	\$13,126,816

Budget Changes

- Operating increases due to the biennial Indirect Cost Study.
- Capital increases due to one-time furniture replacement in FY 19.

Risk Management

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$227,785	\$233,850	\$217,630	\$224,160	-4.14%	3.00%
Benefits	969,623	106,600	105,360	104,870	-1.62%	-0.47%
Operating	618,541	2,039,260	2,039,260	2,084,810	2.23%	2.23%
Capital	0	3,000	3,000	3,000	0.00%	0.00%
Total	\$1,815,949	\$2,382,710	\$2,365,250	\$2,416,840	1.43%	2.18%
Total Without Benefits	\$846,326	\$2,276,110	\$2,259,890	\$2,311,970	1.58%	2.30%
Employees FTE	4.00	4.00	4.00	4.00	-----	-----

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

Contact

Cecelia Devilbiss, Risk Manager (410) 386-2082
 Judy Flickinger, Senior Budget Analyst (410) 386-2082
<http://ccgovernance.carr.org/ccg/riskman/>

Mission and Goals

Risk Management works to prevent adverse events and to control the costs of events that affect County personnel or property. The office helps to build and promote a zero-accident culture while seeking an accident-free work environment.

Goals include:

- Identify and address all sources of workplace risk
- Assess the impact of various risks on the County
- Work with departments to reduce risks and costs, and to ensure compliance with laws and regulations

Description

Risk Management protects the assets of Carroll County and 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.

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to employee turnover.
- A 3.0% salary increase is included in FY 19.
- Operating increases due to Environmental, Property, and Comprehensive Collision insurance costs, as well as additional funding for Workers Compensation associated with new positions.

Technology Services

Technology Services Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Technology Services	\$4,686,665	\$4,521,600	\$4,491,840	\$4,949,820	9.47%	10.20%
Production and Distribution Services	468,431	462,290	462,290	472,920	2.30%	2.30%
Total Technology Services	\$5,155,095	\$4,983,890	\$4,954,130	\$5,422,740	8.81%	9.46%
Total Without Benefits	\$3,978,241	\$4,330,700	\$4,303,060	\$4,750,900	9.70%	10.41%

Mission and Goals

The Department of Technology Services provides quality and cost-effective 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.

Highlights, Changes and Useful Information

- The Carroll County Public Network (CCPN) provides high-speed voice and data connections to the Carroll County Public School System, Carroll Community College, the Carroll County Public Library System, and all County government facilities.
- Technology Services completed the replacement of the existing County phone system with a new Voice over IP system.

Budget Changes

- The overall decrease from FY 18 Original to Adjusted is due to salary adjustments and employee turnover.
- Technology Services increases due to additional software and hardware maintenance, hardware purchases for ten new positions, and professional services associated with the County-wide migration to Microsoft Office annual subscriptions. This is offset by one-time funding to update the County's website in FY 18.

Technology Services

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$1,894,714	\$1,990,290	\$1,962,650	\$2,021,370	1.56%	2.99%
Benefits	1,093,632	603,660	601,540	621,880	3.02%	3.38%
Operating	1,615,863	1,821,690	1,821,690	2,150,920	18.07%	18.07%
Capital	82,455	105,960	105,960	155,650	46.90%	46.90%
Total	\$4,686,665	\$4,521,600	\$4,491,840	\$4,949,820	9.47%	10.20%
Total Without Benefits	\$3,593,033	\$3,917,940	\$3,890,300	\$4,327,940	10.46%	11.25%
Employees FTE	31.00	31.17	31.17	31.17	-----	-----

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

Contact

Mark Ripper, Director (410) 386-2056
 Chizuko M. Godwin, Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/infotech/>

Mission and Goals

Technology Services provides 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.

Program Highlights

Technology Services provides high-speed voice and data connections to all County government facilities.

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to salary adjustments and employee turnover.
- A 3.0% salary increase is included in FY 19.
- Operating increases due to additional software and hardware maintenance, and professional services associated with the County-wide migration to Microsoft Office annual subscriptions. This is offset by one-time funding to update the County's website in FY 18.
- Capital increases due to hardware purchases associated with ten new School Resource Officer positions.

Production and Distribution Services

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$122,052	\$125,560	\$125,560	\$129,280	2.96%	2.96%
Benefits	83,223	49,530	49,530	49,960	0.87%	0.87%
Operating	263,156	287,200	287,200	293,680	2.26%	2.26%
Capital	0	0	0	0	0.00%	0.00%
Total	\$468,431	\$462,290	\$462,290	\$472,920	2.30%	2.30%
Total Without Benefits	\$385,208	\$412,760	\$412,760	\$422,960	2.47%	2.47%
Employees FTE	3.00	3.00	3.00	3.00	-----	-----

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

Contact

Mark Ripper, Director (410) 386-2056

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

Description

Production and Distribution Services (PDS) provides organizational support services including photocopying, white prints, binding, laminating, and mailing and shipping services to County agencies, as well as to some affiliated groups.

PDS serves as an in-house print shop, generating both color and black and white copies. In addition, the staff will staple, hole punch, bind, cut, and laminate to order. The staff works to find the most cost-effective methods to handle mail and shipping.

Program Highlights

- Nearly four million copies are made each year.
- Approximately 165,000 pieces of mail are distributed on a monthly basis and delivered daily to 72 locations.
- More than 80,000 square feet of blueprints/whiteprints are copied annually.

Budget Changes

A 3.0% salary increase is included in FY 19.

General Government Other

General Government Other Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Administrative Hearings	\$100,573	\$93,270	\$93,260	\$90,150	-3.35%	-3.33%
Audio Video Production	196,525	168,380	190,730	204,080	21.20%	7.00%
Board of Elections	896,928	1,207,150	1,207,150	1,297,980	7.52%	7.52%
Board of License Commissioners	80,563	92,230	91,820	91,270	-1.04%	-0.60%
County Commissioners	1,094,869	1,095,020	1,101,130	1,083,110	-1.09%	-1.64%
Not in Carroll	0	0	0	300,000	100.00%	100.00%
Total General Government Other	\$2,369,458	\$2,656,050	\$2,684,090	\$3,066,590	15.46%	14.25%
Total Without Benefits	\$1,865,199	\$2,343,540	\$2,369,570	\$2,436,520	3.97%	2.83%

Highlights, Changes, and Useful Information

- General Government Other includes various County and State agencies. There is no inherent relationship between these budgets. They are combined for presentation purposes only./
- Since FY 11, five Commissioners are elected by district. These election districts can be viewed at: <http://ccgovernment.carr.org/ccg/topics/redist-map/comm-district-map.pdf>
- The Board of License Commissioners collects fees for applications of new or transferred liquor licenses and license violations. Below is a history of liquor license revenues:

FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15	FY 16	FY 17
\$207,614	\$210,610	\$214,426	\$208,787	\$216,212	\$201,549	\$198,754	\$210,501	\$213,164

Budget Changes

- The increase from FY 18 Original to Adjusted is due to salary adjustments and the Legislative Liaison position.
- Administrative Hearings and Board of License Commissioners decrease due to one-time costs for Laserfische scanning and document digitalization in FY 18.
- Audio Video Production increases due to the conversion of a position to full-time and salary adjustments.
- Board of Elections increases due to state quarterly billing payments and the 1st year of a four-year technology replacement plan.
- County Commissioners decreases due to one-time funding for the promotion of Carroll County and Celebrating America in FY 18.
- Not in Carroll is a comprehensive initiative to combat drug abuse and provide additional resources for drug prevention, treatment, prosecution, and enforcement in Carroll County.

Administrative Hearings

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$45,000	\$46,170	\$46,160	\$47,540	2.97%	2.99%
Benefits	34,460	17,220	17,220	17,390	0.99%	0.99%
Operating	21,114	29,880	29,880	25,220	-15.60%	-15.60%
Capital	0	0	0	0	0.00%	0.00%
Total	\$100,573	\$93,270	\$93,260	\$90,150	-3.35%	-3.33%
Total Without Benefits	\$66,113	\$76,050	\$76,040	\$72,760	-4.33%	-4.31%
Employees FTE	1.00	1.00	1.00	1.00	-----	-----

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

Contact

Jo Vance, Administrative Hearings Coordinator
(410) 386-2094

Chizuko Godwin, Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/oah/default.asp>

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 3.0% salary increase is included in FY 19.
- Operating decreases due to one-time costs for Laserfische scanning and document digitalization in FY 18.

Audio Video Production

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$103,713	\$111,350	\$132,100	\$135,020	21.26%	2.21%
Benefits	69,764	35,710	37,310	50,930	42.62%	36.50%
Operating	1,224	2,450	2,450	2,800	14.29%	14.30%
Capital	21,823	18,870	18,870	15,330	-18.76%	-18.76%
Total	\$196,525	\$168,380	\$190,730	\$204,080	21.20%	7.00%
Total Without Benefits	\$126,760	\$132,670	\$153,420	\$153,150	15.44%	-0.18%
Employees FTE	2.63	2.63	3.00	3.00	-----	-----

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

Contact

Chris Swam, Digital Media Manager (410) 386-2801
Chizuko Godwin, Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/avprod/>

Mission and Goals

The mission of Audio Video Production is to provide information to Carroll County citizens concerning the functions, activities, and programs of Carroll County Government. The mission of Audio Video Production is:

- 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 department heads to promote their 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 (The Times, WTTR, and Comcast)

Description

The Audio/ Video department produces content for Comcast Channel 24, digital content for Web Streaming, County Social Networking, and provides media aid 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 is the primary liaison between the government, members of the media, and citizens of Carroll County, MD.

Program Highlights

Social media statistics for 2017 include:

- 19,349 visits to Meeting Portal/Web Stream
- 14,796 views on County's YouTube Channel
- 3,285 followers on Facebook
- 3,447 followers on Twitter
- 20,272 subscribers on GovDelivery Service

Budget Changes

- The increase from FY 18 Original to Adjusted is due to the conversion of a position to full-time and salary adjustments.
- A 3.0% salary increase is included in FY 19.
- Capital decreases due to equipment replacement in FY 18.

Board of Elections

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$81,642	\$30,600	\$30,600	\$31,070	1.54%	1.54%
Benefits	2,705	2,340	2,340	2,380	1.71%	1.71%
Operating	812,206	1,170,790	1,170,790	1,263,530	7.92%	7.92%
Capital	374	3,420	3,420	1,000	-70.76%	-70.76%
Total	\$896,928	\$1,207,150	\$1,207,150	\$1,297,980	7.52%	7.52%
Total Without Benefits	\$894,222	\$1,204,810	\$1,204,810	\$1,295,600	7.54%	7.54%
Employees FTE	0.60	0.62	0.62	0.62	-----	-----

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

Katherine Berry, Director (410) 386-2080

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

<http://ccgoverment.carr.org/ccg/electionboard/Default.aspx>

Mission and Goals

The Board of Elections is a team of professional employees whose primary mission is to hold successful Primary and General Elections for the citizens of Carroll County by implementing Federal, State, and Local laws. The Board is working toward making early voting more accessible to all voters.

Goals include:

- Faithfully and efficiently administer Federal, State, and Local laws, policies, and court decisions
- Implement all election-related legislation of the Maryland General Assembly
- Maintain confidence by conducting honest and impartial elections with the highest level of integrity
- Implement Maryland's new voting system and ensure access to early voting centers

Description

The Board of Elections is responsible for all Federal, State, and County elections. The Board consists of five regular members appointed by the Governor for four-year terms. The Board implements several programs, which include: voter registration, absentee ballots, election judge hiring and training, petition management, election and results management, candidacy and campaign finance, precinct boundary and street file management, voting system and electronic pollbook maintenance, and storing and packing election judge supplies. All of these programs are critical to ensuring a successful election. As of March 1, 2018, there were 121,471 active voters in Carroll County, with 36 polling locations and 2 early voting centers.

Program Highlights

Following is a history of voter activity:

	CY 14	CY 15	CY 16	CY 17
Registrations	5,839	6,866	10,049	6,893
Address Changes	7,678	6,491	10,030	7,661
Name Changes	2,532	2,138	2,846	2,351
Deletions	6,091	4,635	7,726	8,250
Affiliation Changes	3,494	2,086	5,063	2,032
Total	25,634	22,216	35,714	27,187

Budget Changes

- Operating increases due to replacement technology purchases and an increase in State billing.
- Capital decreases due to the purchase of additional furniture in FY 18.

Board of License Commissioners

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$50,290	\$60,680	\$60,300	\$61,880	1.98%	2.62%
Benefits	16,426	19,490	19,460	17,940	-7.95%	-7.81%
Operating	13,847	12,060	12,060	11,450	-5.06%	-5.06%
Capital	0	0	0	0	0.00%	0.00%
Total	\$80,563	\$92,230	\$91,820	\$91,270	-1.04%	-0.60%
Total Without Benefits	\$64,137	\$72,740	\$72,360	\$73,330	0.81%	1.34%
Employees FTE	1.55	1.38	1.38	1.38	-----	-----

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

Contact

Jo Vance, Administrative Hearings Coordinator
(410) 386-2094

Chizuko Godwin, Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/license/>

Mission and Goals

To assure compliance with the regulations of Article 2B, the Laws and Regulations of the State of Maryland, for the sale of alcoholic beverages and tobacco tax.

Description

The Board of License Commissioners is a three-member board mandated by State law. They are appointed by the Carroll County Commissioners to accept, hear, and approve applications for County liquor licenses. The Board is responsible for the annual renewal of all existing liquor licenses, issuance of special and temporary liquor licenses, and the enforcement of the State alcoholic beverage laws. The Board consists of a Chairman and two members who sit as administrative judges, meeting one day each month to hear requests for applications and cases on violations that have been filed. The three Board members are appointed by the County Commissioners and are not County employees.

Program Highlights

Fees are collected for applications for new or transferred liquor licenses and license violations. The Board of License Commissioners collects these fees. Below is a history of liquor license revenues:

FY 13	FY 14	FY 15	FY 16	FY 17
\$216,212	\$201,549	\$198,754	\$210,501	\$213,164

Budget Changes

- A 3.0% salary increase is included in FY 19.
- Operating decreases due to one-time funding for Laserfische scanning and document digitalization and purchase of the Liquor License manual in FY 18.

County Commissioners

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$641,212	\$741,360	\$747,030	\$764,280	3.09%	2.31%
Benefits	380,904	237,750	238,190	241,430	1.55%	1.36%
Operating	72,753	115,410	115,410	76,900	-33.37%	-33.37%
Capital	0	500	500	500	0.00%	0.00%
Total	\$1,094,869	\$1,095,020	\$1,101,130	\$1,083,110	-1.09%	-1.64%
Total Without Benefits	\$713,965	\$857,270	\$862,940	\$841,680	-1.82%	-2.46%
Employees FTE	14.13	14.13	14.00	14.00	-----	-----

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

Roberta Windham, County Administrator (410) 386-2043
Stephanie R. Krome, Budget Analyst (410) 386-2082
<http://ccgovernment.carr.org/ccg/commiss/>

Mission and Goals

The mission of the Board of County Commissioners is to ensure Carroll County government provides effective and efficient service to its citizens in a courteous and friendly manner. 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://ccgovernment.carr.org/ccg/releases/Gov%20Principles.pdf>

1. Smaller, Constitutional Government
2. Mandates
3. Term Limits
4. Taxes
5. Economic Development
6. Affirmation of Our Values
7. Protection of Individual Property Rights
8. Capital Expenditures
9. Straight Talk and Citizen Participation
10. Servant Leadership

Description

Pursuant to the Maryland Constitution, State law, and the County Code, the Board of County Commissioners serves as the executive and legislative branches of Carroll County government. The Commissioners' duties include setting and enacting administrative, legislative, and executive policies, approving the operating and capital expenditure budgets, assuring that spending is limited to set budgets, establishing the tax levy, and setting further direction of the County Master Plan. The Master Plan should be a blueprint for future decisions that balance the need for economic growth and diversity with programs and strategies

that maintain and enhance the quality of life for citizens in the County and within each of the eight incorporated municipalities.

Program Highlights

Beginning FY 11, five Commissioners are elected by district. These election districts can be viewed at:

<http://ccgovernment.carr.org/ccg/topics/redist-map/comm-district-map.pdf>

Budget Changes

- The increase from FY 18 Original to Adjusted is due to salary adjustments and the addition of the Legislative Liaison position, offset by the elimination of the Project Analyst position.
- A 3.0% salary increase is included in FY 19.
- Operating decreases due to one-time funding in FY 18 for Celebrating America at the former North Carroll High building and one-time funding for the promotion of Carroll County.

Not in Carroll

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	0	0	0	300,000	100.00%	100.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$0	\$0	\$0	\$300,000	100.00%	100.00%
Total Without Benefits	\$0	\$0	\$0	\$0	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Roberta Windham, County Administrator (410) 386-2043

Taylor Hockensmith, Budget Analyst (410) 386-2082

<http://ccgovernent.carr.org/ccg/airport/default.asp>

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 additional 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.

Budget Changes

Funding of \$300,000 will be allocated to programs related to drug abuse prevention, treatment, prosecution, and enforcement.

*Conservation and Natural
Resources Appropriations*

Conservation and Natural Resources Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Extension Office of Carroll County	\$469,192	\$485,970	\$485,970	\$498,810	2.64%	2.64%
Gypsy Moth	6,285	30,000	30,000	30,000	0.00%	0.00%
Soil Conservation District	511,123	451,750	451,230	450,020	-0.38%	-0.27%
Weed Control	63,011	63,790	63,790	67,230	5.39%	5.39%
Total Conservation and Natural Resources	\$1,049,610	\$1,031,510	\$1,030,990	\$1,046,060	1.41%	1.46%
Total Without Benefits	\$859,263	\$922,360	\$921,880	\$948,420	2.83%	2.88%

Mission and Goals

Conservation and Natural Resources is a group of various State agencies in a funding partnership with Carroll County. There is no inherent relationship between these budgets. They are combined for presentation purposes only.

Goals include:

- Support Carroll County's agriculture industry
- Protect and take actions to preserve the County and State's valuable natural resources
- Promote public awareness and education to maintain and improve residents' wellbeing and the quality and quantity of natural resources
- Control and eliminate threats to our natural resources

Highlights, Changes, and Useful Information

In FY 17:

- Extension Office of Carroll County served 37,720 constituents.
- Gypsy Moth program conducted more than 400 gypsy moth egg mass surveys on private, State, and County lands.
- Farmers in Carroll County completed 68 soil conservation capital projects, with assistance of \$888,183 from the Maryland Agricultural Water Quality Cost-Share Programs (MACS).
- Carroll farmers entered into 144 contracts to cover 34,468 acres through the Winter Cover Crop Program.
- Weed Control's noxious weed spray program generated \$1,861 in revenues from private properties, \$80,923 in revenues from State and County agencies, and a value of \$13,273 for County roads and properties. Weed Control charges for services, but does not bill the County for spraying County right-of-way along roads.

Extension Office of Carroll County

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	469,192	485,970	485,970	498,810	2.64%	2.64%
Capital	0	0	0	0	0.00%	0.00%
Total	\$469,192	\$485,970	\$485,970	\$498,810	2.64%	2.64%
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

Jennifer Benteljewski, Interim Area Extension Director
(410) 386-2760

Cheryl Hill, Business Services Specialist (410) 386-2760

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

<http://extension.umd.edu/carroll-county>

Mission and Goals

Enhance the quality of life for people and communities by disseminating unbiased research-based educational information.

Description

University of Maryland Extension (UME) is a statewide, non-formal education system within the college of Agriculture and Natural Resources and the University of Maryland Eastern Shore. UME educational programs and problem-solving assistance are available to citizens and are based on the research and experience of land grant universities such as the University of Maryland, College Park. The County funds approximately 45% of the cost of operations.

There are eight educators and one Nutrient Management Advisor based in the Carroll County Office that provide educational programming and materials, services and consultations for the community. There is also a Business Services Specialist, two Administrative Assistants, and an Information Technology Assistant who provides the administrative support for the office. An Area Extension Director provides administrative oversight and direction for the Carroll, Frederick, and Howard County offices, and approximately 35% of the Director's time is based in Carroll County.

UME provides solutions in the community by providing timely, research-based information through educational programs and materials in the following areas:

Agricultural and Natural Resources	Family and Consumer Sciences
4-H Youth Program	Nutrient Management
Nutrition Education Program	
Home Horticulture and Master Gardener Program	

Program Highlights

In FY 17:

- The 4-H Youth Development Educators supported 35 community-based 4-H Clubs with 880 youth enrolled and tied with Montgomery County for the largest 4-H community club program in Maryland.
- The Agriculture Agent provided 1,249 contacts. The agent works with small and large agriculture operators to provide unbiased, research-based information in the area of production, enterprise management, cost containment, and new and innovative crop/animal development.
- Family and Consumer Sciences Healthy Living Environments Educator continues to develop, deliver, and evaluate programming for Carroll County through 1,265 contacts.
- The Nutrition Educator provided 15,048 educational contacts in the community to assist individuals and families with making healthy food and lifestyle choices.
- Master Gardeners oversaw 71 volunteers who contributed 5,300 hours in Carroll County through special programs in schools, libraries, senior centers, and other community venues.
- The Nutrient Management Advisor had 91 contacts with producers to discuss new Maryland Department of Agriculture regulations and prepared nutrient management plans for 18,854 acres of Carroll County agricultural land.

YEAR	CONSTITUENTS SERVED
FY 13	30,720
FY 14	33,260
FY 15	35,801
FY 16	35,895
FY 17	37,720

Gypsy Moth

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	6,285	30,000	30,000	30,000	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$6,285	\$30,000	\$30,000	\$30,000	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Bob Tatman, Program Manager
Maryland Department of Agriculture (301) 662-2074
Lynn Karr, Senior Budget Analyst (410) 386-2082
http://mda.maryland.gov/plants-pests/Pages/gypsy_moth_program.aspx

Program Highlights

In FY 17:

- 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 woodwasp and walnut twig beetle.

Mission and Goals

To serve the citizens of Maryland by protecting forest resources from insects and diseases, both native and invasive, through environmentally and economically sound pest management.

Goals include:

- Protect high-value forest and landscape trees in urban and rural areas from losses due to insects and disease
- Provide pest identification and pest-management advice to County and private forest owners and managers, in a timely manner, in order to prevent the loss of affected forest and landscape tree resources and to avoid unnecessary costs associated with their protection
- Successfully complete gypsy moth pest-management activities where economically and environmentally feasible

Description

The Forest Pest Management Section (FPM), part of the Maryland Department of Agriculture, conducts several activities to monitor, assess, and control tree disease or insect infestations that affect the health of Maryland forests. FPM provides advice on forest insects and diseases and manages Gypsy Moth and Hemlock Woolly Adelgid infestations in forest habitats.

The Gypsy Moth program has proactively conducted a cooperative suppression program since 1982. FPM employs three Entomologists and six Inspectors, plus a Program Manager and Administrative Officer. 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 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$260,862	\$279,850	\$279,370	\$287,750	2.82%	3.00%
Benefits	190,347	109,150	109,110	97,640	-10.55%	-10.51%
Operating	59,914	62,750	62,750	64,630	3.00%	3.00%
Capital	0	0	0	0	0.00%	0.00%
Total	\$511,123	\$451,750	\$451,230	\$450,020	-0.38%	-0.27%
Total Without Bene	\$320,776	\$342,600	\$342,120	\$352,380	2.85%	3.00%
Employees FTE	6.00	5.63	5.63	5.63	-----	-----

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

Contact

Charles E. Null, Jr., Carroll Soil Conservation District
 Manager (410) 848-8200 Extension 3
 Lynn Karr, Senior Budget Analyst (410) 386-2082
<http://www.carrollsoil.com/>

Accordingly, the district has the duty of assisting in the prevention and control of soil erosion, sediment control, and the proper use of land.

Mission and Goals

The mission of the Carroll County Soil Conservation District (CCSCD) is to promote natural resource conservation to all citizens through leadership, education, funding, and technical assistance.

Program Highlights

In FY 17:

- Farmers in Carroll County completed 68 soil conservation capital projects, with assistance of \$888,183 from the Maryland Agricultural Water Quality Cost-Share Programs (MACS).
- Carroll farmers entered into 144 contracts to cover 34,468 acres through the Winter Cover Crop Program.

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

Budget Changes

A 3% salary increase is included in FY 19.

Description

The CCSCD is located at the Carroll County Commerce Center, 698 J Corporate Center Court, Westminster, MD. It is a political subdivision of the State that is governed by a Board of Supervisors, and was originally created by referendum in 1944. The CCSCD is one of 24 members of the Maryland Association of Soil Conservation Districts (MASCD), which serves as the voice for the soil and water conservation districts and State legislative issues.

The district represents local concerns, problems, policies, and procedures in the conservation of soil, water, and related natural resources.

Weed Control

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	63,011	63,790	63,790	67,230	5.39%	5.39%
Capital	0	0	0	0	0.00%	0.00%
Total	\$63,011	\$63,790	\$63,790	\$67,230	5.39%	5.39%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Peter Rupp, Maryland Weed Control Specialist

(301) 600-1586

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

Mission and Goals

The mission of the Carroll County Weed Control Program is to assist farmers and other landowners in the reduction and control of noxious weeds on their properties.

Goals include:

- Educate the public about noxious weeds, the environmental importance of the control, and the economic impact they can have on agriculture
- Respond to public inquiries and complaints regarding noxious weed infestations
- Advise and assist landowners in the development of a control and eradication program to enable them to comply with the Maryland Noxious Weed Law
- Provide spray services to landowners for noxious weed control
- Assist County Roads Department with the control and eradication of noxious weeds on County right-of-ways and County property
- Assist land owners with the control and eradication of noxious weeds in cooperation with the Natural Resources Conservation Service

Description

The Carroll County Weed Control Program is operated in cooperation with Maryland Department of Agriculture (MDA). A Carroll County Weed Advisory Committee is appointed by the County Commissioners to represent the County in the development of guidelines and procedures within the framework of the State law.

A Weed Control Coordinator is also employed on a permanent part-time basis under the direction and supervision of the Maryland Department of Agriculture to identify and survey noxious weed infestations.

During a typical growing season, several hundred individuals are contacted by the Coordinator concerning the methods and techniques available for controlling and eradicating noxious weed infestations. A spray service is available on a fee basis as an additional option for controlling and eradicating noxious weeds, and revenues generated from this service help offset the cost of funding the Carroll County Weed Control Program.

Program Highlights

- During the 2017 growing season, the noxious weed spray program generated \$1,861 in revenues from private properties and \$80,923 in revenues from State and County agencies.
- In 2017, spraying to reduce noxious weed infestations on County roads and County properties was valued at approximately \$13,273.
- Over 500 on-site inspections were made to identify weed infestations and to determine appropriate control methods and techniques, resulting in the mowing of approximately 350 acres to control noxious weeds.

Budget Changes

Operating increases due to increased spraying of noxious weeds, offset by revenue.

*Debt, Transfers, and Reserves
Appropriations*

Debt, Transfers, and Reserves Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Debt Service	\$30,045,417	\$26,482,190	\$26,482,190	\$24,564,430	-7.24%	-7.24%
Debt Service - Ag. Pres.	1,778,894	1,847,110	1,847,110	3,056,860	65.49%	65.49%
Intergovernmental Transfers	3,149,793	3,195,180	3,195,180	3,233,740	1.21%	1.21%
Interfund Transfers	7,914,074	11,885,390	11,885,390	7,496,620	-36.93%	-36.93%
Reserve for Contingencies	0	4,087,690	4,087,690	4,621,400	13.06%	13.06%
Total Debt, Transfers, and Reserves	\$42,888,179	\$47,497,560	\$47,497,560	\$42,973,050	-9.53%	-9.53%

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 no bonds issued in FY 18.
- Agricultural Land Preservation Debt Service increases due to a greater number of Installment Purchase Agreement easement transactions planned in FY 19.
- Intergovernmental Transfers increases due to payments to Towns based on the Town Program formula.
- Interfund Transfers decreases due to:
 - A reduction in Transfer to Capital
 - One-time funding in FY 18 for Fiber Network Enterprise Fund
 - A decrease to Public Works Transit and Adult Basic Education grants, partially offset by increases to the General Fund

Debt Service

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	30,045,417	26,482,190	26,482,190	24,564,430	-7.24%	-7.24%
Capital	0	0	0	0	0.00%	0.00%
Total	30,045,417	26,482,190	26,482,190	24,564,430	-7.24%	-7.24%
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

Ted Zaleski, Director of Management and Budget
(410) 386-2082

Description

The funding in this budget is for the principal and interest the County pays on long-term debt. The County uses an analysis of the debt affordability to determine an appropriate level of debt to prevent revenue from being burdened by an unmanageable debt service payment, as well as to protect the County's bond rating.

The County is reviewed annually by the three rating agencies, and in FY 16 received the following ratings:

- Fitch AAA
- Standard & Poor's AAA
- Moody's Aa1

The Standard & Poor rating was increased from AA+ to AAA in FY 14.

Budget Changes

Debt Service decreases due to no bonds issued in FY 18.

Ag Land Preservation Debt Service

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	1,778,894	1,847,110	1,847,110	3,056,860	65.49%	65.49%
Capital	0	0	0	0	0.00%	0.00%
Total	1,778,894	1,847,110	1,847,110	3,056,860	65.49%	65.49%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Thomas Devilbiss, Director of Land and Resource
Management (410) 386-2506
Lynn Karr, 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 land owner is offered 40% of Fair Market Value for the agricultural easement and the County pays 5.0% annual interest for 20 years on the easement value.

Budget Changes

Agricultural Land Preservation Debt Service increases due to a greater number of IPA easement transactions planned in FY 19.

Intergovernmental Transfers

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	3,149,793	3,195,180	3,195,180	3,233,740	1.21%	1.21%
Capital	0	0	0	0	0.00%	0.00%
Total	3,149,793	3,195,180	3,195,180	3,233,740	1.21%	1.21%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Ted Zaleski, Director of Management and Budget
(410) 386-2082

Description

The County provides a number of revenues to Carroll County municipalities. The Bank Shares Tax, Road Grant, and State Aid 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. The budget increases due to a 1.42% inflation rate and increase in town populations.

Interfund Transfers

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	7,914,074	11,885,390	11,885,390	7,496,620	-36.93%	-36.93%
Capital	0	0	0	0	0.00%	0.00%
Total	7,914,074	11,885,390	11,885,390	7,496,620	-36.93%	-36.93%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Ted Zaleski, Director of Management and Budget
(410) 386-2082

Description

This budget includes transfers from the General Fund to the Capital, Grant, and Enterprise Funds.

Transfer to Capital moves operating funds to the Community Investment Plan for Paygo funding.

The expenditures from the General Fund to the Grant Fund can be voluntary contributions by the Commissioners to support State and Federal grant programs or the contribution may be a requirement of the State or Federal program.

The transfer to the Fiber Network Enterprise Fund is to fund the expansion of the existing Carroll County Fiber Network (CCFN) for business and economic development.

The transfer to the Solid Waste Enterprise Fund is to support operations.

The transfer to the Utilities Enterprise Fund is to fund the Board of Education facilities.

Included in the Interfund Transfer:

Aging and Disabilities	\$99,650
Circuit Court	54,480
Citizen Services State	4,000
Comprehensive Planning	11,060
Housing and Community Development	31,900
Local Management Board	45,170
Public Safety	108,860
Recreation	8,100
Sheriff's Office	110,950
Solid Waste Enterprise Fund – Operating	2,415,000
State's Attorney's Office	74,060
Transfer to Capital	3,254,000
Transit	1,071,570
Utilities Enterprise Fund – Operating	207,820

Budget Changes

Operating decreases due to:

- A reduction in Transfer to Capital
- One-time funding in FY 18 for Fiber Network Enterprise Fund
- A decrease to Transit and Adult Basic Education grants, partially offset by increases to the General Fund

Reserve for Contingencies

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	0	4,087,690	4,087,690	4,585,760	12.18%	12.18%
Capital	0	0	0	0	0.00%	0.00%
Total	0	4,087,690	4,087,690	4,585,760	12.18%	12.18%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Ted Zaleski, Director of Management and Budget
(410) 386-2082

Description

The Reserve for Contingencies provides funds for emergency and unforeseeable expenses. It is difficult to determine how much will actually be needed in a given year. Examples of expenses that could be covered by the reserve are:

- Snow removal costs in excess of the Storm Emergencies budget
- Newly mandated Federal or State programs
- Unforeseen disruptions to critical County facilities and systems

Funds are moved from the Reserve to the appropriate budget with the approval of the Board of County Commissioners in response to a specific problem or opportunity.

Budget Changes

- The Reserve for Contingencies is generally set at 1% of General Fund revenues.
- Included in the Reserve for Contingencies is \$0.2M for new positions. This will be adjusted mid-year as additional positions are approved by the Board of County Commissioners.
- Included in FY 19 is a Reserve for Position Reclassifications of \$0.3M.

Capital Fund

A Quick Guide to the FY 19 – 24 Community Investment Plan Department of Management and Budget

Introduction

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

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

Revenues (35-39)

- Total Capital Fund revenues are budgeted at \$95.9M in FY 19, an increase of \$22.6M from the FY 18 Capital Fund budget of \$73.3M.
- A portion of Real Property Tax revenue is appropriated directly to the Agricultural Land Preservation Program.
- Traditionally, 9.09% of Local Income Tax has been dedicated for school construction and debt service. However, the Commissioners reduced this dedicated percentage to 7.09% for FY 16 and FY 17, using the difference to fund the public schools' operating budget. The percentage grows to 7.59% in FY 18 and 8.09% in FY 19, with a return to previous levels in FY 20.
- In FY 19, the largest sources of revenue are \$53.5M in Bonds and \$12.4M in Local Income Tax. The bonds are used for funding infrastructure projects. The Local Income Tax is used to pay debt service on recently completed school projects.
- Impact Fee collections are used to fund school and park construction projects. The School Impact Fee has been set at \$0 until FY 19 due to the County having met capacity needs.
- The entire \$2.4M State allocation of Highway User Revenue for FY 19 is directly appropriated to the Capital Fund for road maintenance.

Public Schools (57-86)

- Career and Technology Center (67) – This project provides \$60.0M of funding to expand and renovate the Career and Technology Center.
- High School Science Room Renovations (68) – This project provides \$5.8M in funding for the renovations of science classrooms at Westminster, South Carroll, and Liberty High Schools in FY 19 – 20.
- HVAC replacements are included for Sandymount Elementary (71) and Winfield Elementary (72). Also included in the FY 19 – 24 CIP is \$34.9M for HVAC projects to be identified.

- Relocatable Classroom Removal (75) – This project provides \$0.5M in funding throughout the six years for removing relocatable classrooms from various school sites where they are no longer needed.
- Five roof replacements are in FY 19 and include Linton Springs Elementary and Sandymount Elementary among others. Also included in the FY 19 – 24 CIP is \$12.6M for roof projects to be identified.

Conservation and Open Space (87-94)

- Agricultural Land Preservation (91) – Total funding for Agricultural Land Preservation for FY 19 – 24 is \$30.5M and includes funding for easements and debt service to landowners participating in Installment Purchase Agreements (IPAs). Generally, 2.25% of Property Tax is dedicated to this project and to debt service on IPAs.
- Stormwater Facility Renovation (93) – \$1.9M is planned in FY 19 – 24 for a long-term plan to keep existing County-owned stormwater management facilities in compliance with the National Pollution Discharge Elimination Permit and to extend the useful life of the facilities. The plan is to evaluate and repair 5 to 10 facilities per year over a 30-year period. The funding will be used for erosion repairs, replacement of filter material, and replacement of metal pipes with concrete pipes.
- Watershed Assessment and Improvements National Pollutant Discharge Elimination System (NPDES) (94) – \$20.4M is planned in the FY 19 – 24 CIP to implement watershed improvement projects to work toward mitigating an additional 20% of impervious surface areas within the County. In FY 15, the municipalities and the County agreed to a combined NPDES permit with the County paying 80% of the cost to mitigate municipal impervious surfaces.

Public Works (95-123)

- Lucabaugh Mills/Sullivan/Lemmon Roads Roundabout (103) – Funding of \$0.8M is included in FY 19 – 20 for the design and construction of a roundabout at the intersection of Lucabaugh Mill, Sullivan, and Lemmon Roads.
- Market Street Extended (104) – Additional funding of \$0.7M is included in FY 19 to extend Market Street between MD 140 and Old Westminster Pike.
- Approximately \$88.3M is included in the FY 19 – 24 CIP to maintain roads throughout the County through Pavement Management (105) and Pavement Preservation (106).
- Ramp and Sidewalk Upgrades (107) – Funding of \$0.5M is planned in FY 19 – 24 for improvements to upgrade or replace non-compliant sidewalk ramps.
- Funding of \$3.8M is included for video inspection and rehabilitation of storm drains in FY 19 – 24.
- Transportation/State Projects (111) – Funding of \$0.6M is included in FY 20 – 22 to provide funding for State projects. Contributing to State projects may expedite projects in Carroll County.
- McKinstry Mill Road over Little Pipe Creek (123) – Funding of \$0.3M is planned in FY 24 for design. Additional funding will be included outside the plan for replacement of the bridge structure.

- Funding of \$5.1M is included for the replacement or rehabilitation of four bridges in the FY 19 – 24 CIP.

Recreation and Parks (125-150)

- Bear Branch Nature Center Roof (129) – Funding of \$0.3M is planned in FY 20 to replace the roof on the Nature Center.
- Bennett Cerf Bridge Replacement (130) – Funding of \$0.2M is included in FY 19 for replacement of a foot bridge in Bennett Cerf Park.
- Charles Carroll Tennis and Basketball Court Replacement (131) – Funding of \$0.1M is included in FY 19 for replacement of the tennis and basketball courts.
- Deer Park Phase II (133) – Funding of \$0.3M is included in FY 19 for park equipment on the 18 acre parcel adjacent to Deer Park.
- Gillis Falls Trail (136) – Funding of \$0.5M is planned in FY 22 to establish a trail connecting Salt Box Park to the Equestrian Center.
- Hashawha and Bear Branch Paving (137) – Funding of \$0.6M is planned in FY 23 for repairs and overlay at the Bear Branch Nature Center and Hashawha Environmental Center.
- Krimgold Park Phase II (138) – This project provides funding of \$0.3M is planned in FY 21 for construction of a parking lot and trail.
- Leister Park Phase II (139) – Funding of \$0.2M is planned in FY 23 to establish a walking trail to connect with the existing trail.
- Piney Run Pavilion Road Paving (142) – Funding of \$0.2M is planned in FY 24 for paving of an existing stone road and two stone parking lots around pavilions four and six.
- Sports Complex Concession Roof (145) – Funding of \$0.2M is planned in FY 24 for replacement of the roof on the main concession building.
- Sports Complex Lighting (144) – Funding of \$1.2M is planned in FY 20 – 22 for lighting upgrades.
- Union Mills Water Wheel, Shaft, and Flume Replacement (149) – This project provides funding of \$0.9M for waterwheel, shaft, and flume replacements in the FY 19 – 24 CIP.
- Westminster Veterans Memorial Park Phase I (150) – Funding of \$0.3M is included in FY 19 for park improvements.

General Government (151-173)

- Carroll Community College Systemic Renovations (155) – This project provides funding of \$5.9M in FY 19 – 20 for upgrades to the fire alarm system, restoration of the building exterior, and HVAC and roof replacements.
- Carroll Community College Technology (156) – Funding of \$1.4M is included in FY 19 – 22 for replacement of laboratory computers and classroom technology.
- County Building Access System Replacements/Additions (157) – The project provides funding of \$0.6M in FY 19 – 20 to replace and/or install building access systems at multiple County facilities.

- County Building Systemic Renovations (158) – This project provides ongoing funding of \$4.9M in FY 19 – 24 for replacements and improvements to County facilities.
- County Technology (159) – Funding of \$7.7M is included in FY 19 – 24 for replacement of County government information and communication systems.
- Generator Replacement (164) – This project provides ongoing funding of \$0.8M in FY 19 – 24 to replace aging generators at County facilities.
- Library Technology (166) – This project provides ongoing funding of \$1.0M in FY 19 – 24 for replacement of computer equipment, network devices, and printers at the Carroll County Public Libraries.
- North Carroll High Roof Replacement (167) – Funding of \$2.9M is included in FY 23 for the replacement of the roof on the building formerly known as North Carroll High School.
- Public Safety Emergency Communications Equipment (169) – This project provides ongoing funding of \$0.8M, beginning in FY 20, for replacement of mobile and portable radios used by Public Safety and other governmental agencies.
- Public Safety Regional Water Supply (170) – Funding of \$0.8M is included in FY 19 – 24 for installation of water tanks and dry hydrants throughout the County to support firefighting operations.
- Public Safety Training Center Improvements (171) – This project provides funding of \$4.0M in FY 19 – 22 to complete additional phases to the Training Center. Included are parking lots, a multi-story burn building, training props, and an outdoor classroom.
- State’s Attorney’s Building (172) – Funding of \$17.0M is included in FY 19 for the construction of a new State’s Attorney’s Office building.
- Westminster Library Basement Improvements (173) – Funding of \$3.3M is included in FY 19 – FY 20 to renovate the Westminster Library basement into a makerspace.

Fiber Network Enterprise Fund (187-190)

- CCPN Equipment Replacement (190) – This project provides planned funding of \$1.1M in FY 23 for the replacement of equipment for the Carroll County Public Network.

Solid Waste Enterprise Fund (191-194)

- Northern Landfill – Additional Waste Drop-off Area (194) – Funding of \$0.6M is included in FY 19 – 20 for an additional drop-off area. The new area will accommodate larger loads brought in by pickup trucks and trailers.

Utilities Enterprise Fund (195-227)

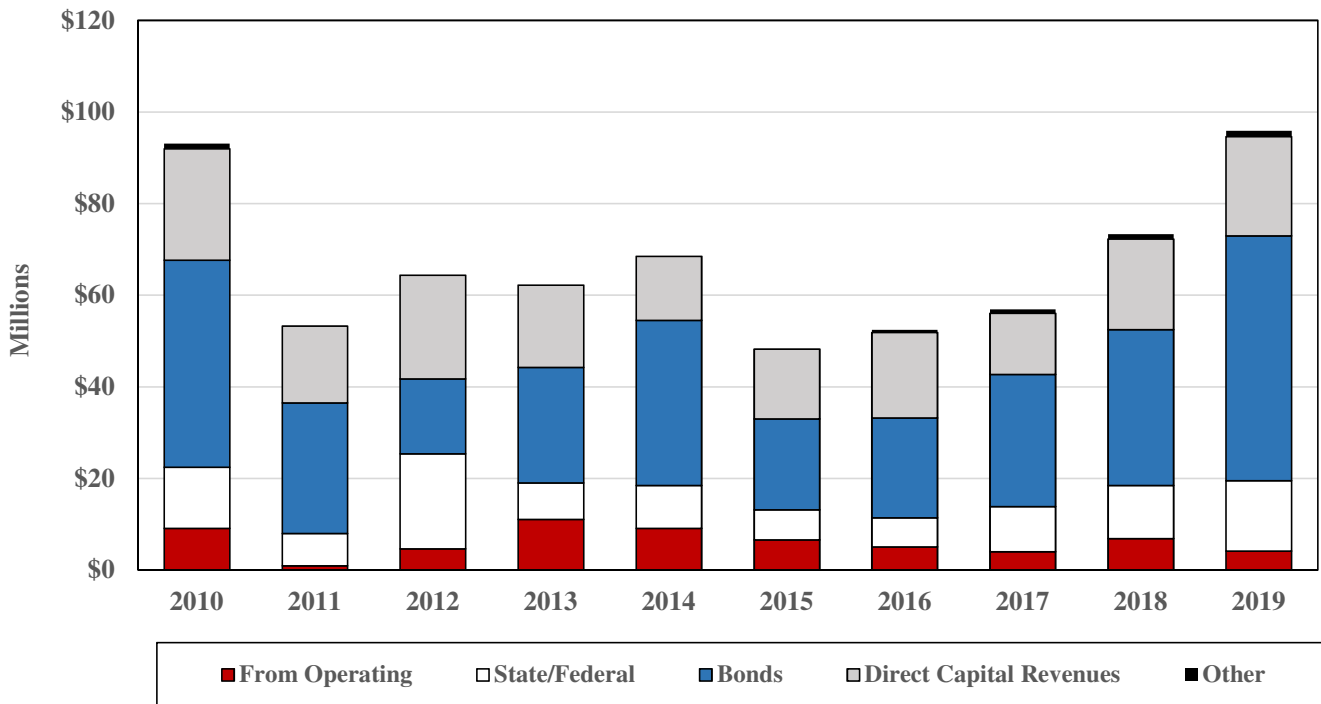
- Freedom Wells and Connections (201) – Funding of \$2.3M is included in FY 19 – 23 to add several wells to provide additional water to the Freedom service area. Wells will be connected in phases to reduce dependency on Liberty Reservoir and allow for redundancy.

- South Carroll Wastewater Treatment Facility Rehabilitation (214) – This project provides funding of \$0.4M in FY 20 for rehabilitation of the South Carroll High Wastewater Treatment Facility.
- Tank Rehabilitations and Replacements (218) – Funding of \$3.8M is included in FY 19 – 24 for the rehabilitation and replacement of water tanks in the Freedom and Pleasant Valley service areas.
- Town of Sykesville Streetscape Water and Sewer Upgrades (219) – This project provides funding of \$2.2M in FY 19 – 21 for the lining and replacement of water and sewer pipes along Main Street in Sykesville.
- Warfield Complex Water/Sewer Rehabilitation (221) – Funding of \$0.3M is included in FY 19 for water and sewer line repairs in the Warfield Complex located in Sykesville, MD.

FY 17 - FY 19 Capital Fund Revenues

Revenue Source	Fiscal Year			\$ Change FY 18 to FY 19
	2017 Budget	2018 Budget	2019 Budget	
Local				
Transfer from General Fund	\$2,977,556	\$6,087,130	\$3,253,998	(\$2,833,132)
Reallocated GF Transfer	1,035,053	760,000	861,200	101,200
Local Income Tax	12,413,410	12,885,900	12,155,690	(730,210)
Reallocated Local Income Tax	0	0	265,668	265,668
Property Tax	806,500	2,986,500	3,114,850	128,350
Reallocated Property Tax	0	191,209	1,893,541	1,702,332
Bonds	28,620,904	29,000,284	29,079,243	78,959
Reallocated Bonds	177,642	5,049,907	24,379,721	19,329,814
Bond Interest	0	0	62,158	62,158
Impact Fee - Parks	160,670	150,000	140,000	(10,000)
Reallocated Impact Fee - Parks	0	200,000	0	(200,000)
Public School Fund Balance	0	3,350,000	4,000,000	650,000
LOCAL TOTAL	\$46,191,735	\$60,660,930	\$79,206,069	\$18,545,139
State				
State Highway Administration	\$176,000	\$176,000	\$176,000	\$0
Highway User Revenue	1,110,000	1,665,396	2,373,630	708,234
Reallocated Highway User Revenue	0	22,409	0	(22,409)
Program Open Space	726,365	382,600	973,100	590,500
Reallocated Program Open Space	0	854,000	0	(854,000)
Ag. Preservation (MALPF)	0	1,000,000	500,000	(500,000)
Ag Transfer Tax	30,000	190,000	300,000	110,000
State School Construction	7,557,000	3,853,000	6,989,000	3,136,000
MD Higher Education Commission	0	0	2,753,000	2,753,000
MD Library Development	0	187,125	1,000,000	812,875
State Miscellaneous Grants	255,565	1,750,000	0	(1,750,000)
STATE TOTAL	\$9,854,930	\$10,080,530	\$15,064,730	\$4,984,200
Federal				
Federal	\$0	\$0	\$52,000	\$52,000
Federal Highway/Bridge	0	1,520,000	277,000	(1,243,000)
FEDERAL TOTAL	\$0	\$1,520,000	\$329,000	(\$1,191,000)
Other				
Land Sales	\$0	\$0	\$0	\$0
Reallocated Land Sales	0	0	0	0
Municipal	871,000	405,400	458,000	52,600
Private	0	624,575	838,950	214,375
OTHER TOTAL	\$871,000	\$1,029,975	\$1,296,950	\$266,975
TOTAL REVENUES	\$56,917,665	\$73,291,435	\$95,896,749	\$22,605,314

Capital Fund Revenues



This chart shows the capital budget by revenue source for FY 10 - 19.

From Operating includes current and prior year revenues from local sources transferred to the Capital Fund, including transfers from the General Fund and reallocated General Fund transfers.

State and Federal includes funds from sources such as the State School Construction Program, Program Open Space, Highway User Revenue, Rural Legacy Grants, State Agricultural Preservation (MALPF), and State Highway Administration.

Bonds includes new and reallocated general obligation bonds.

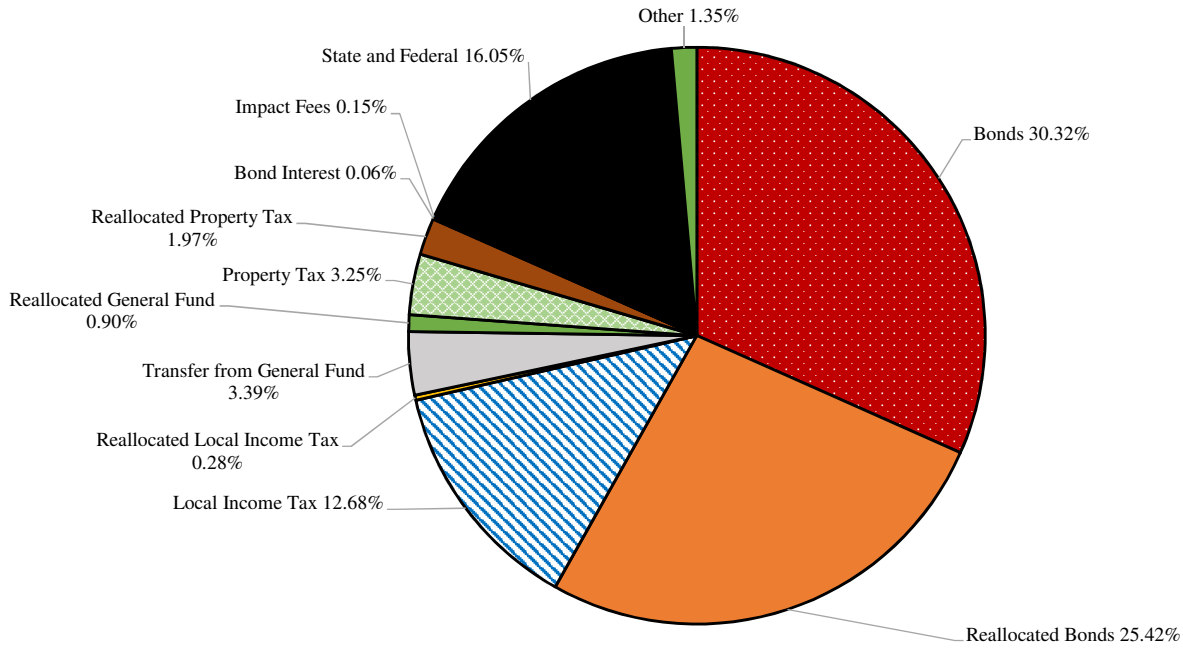
Direct Capital Revenues includes funds earmarked by the Commissioners for use in the Capital Fund. These revenues are appropriated directly to the Capital Fund rather than being transferred from the General Fund. While generally 9.09%, in FY 19, 8.09% of Local Income Tax collected is appropriated for school construction. Approximately 2.25% of Real Property Tax is dedicated to agricultural preservation.

Other includes revenues such as grants, developer contributions, private, municipal, and community contributions.

Capital Fund Revenues

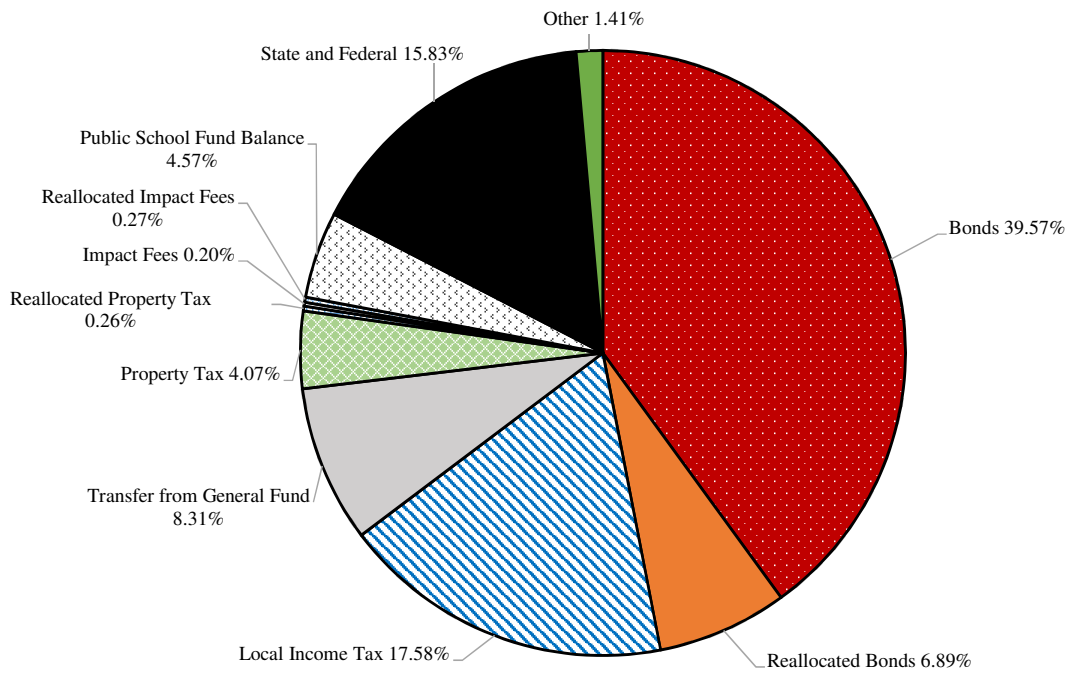
Fiscal Year 2019 Budget

\$95,896,749



Fiscal Year 2018 Budget

\$73,291,435



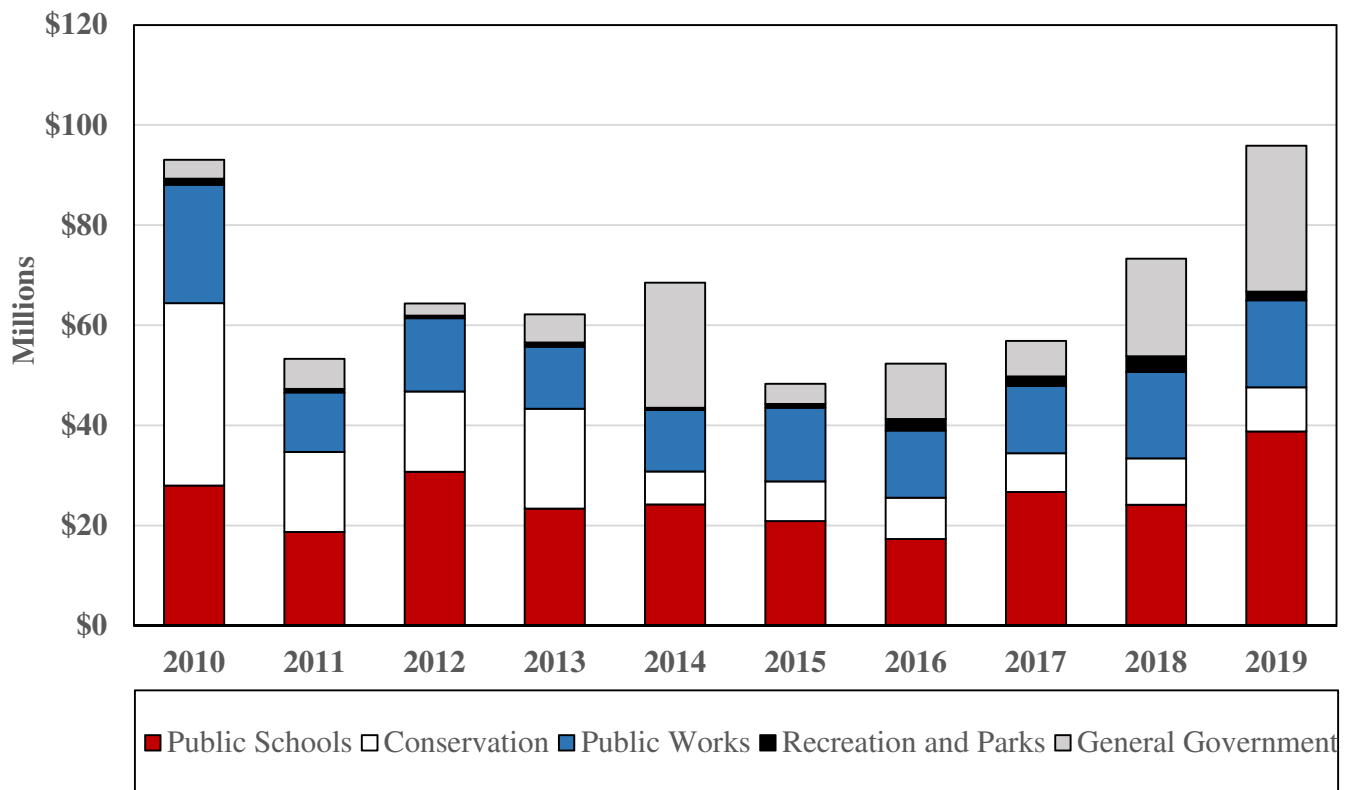
FY 17 - FY 19 Capital Fund Appropriations

Appropriation Area	Fiscal Year			\$ Change FY 18 to FY 19
	2017 Budget	2018 Budget	2019 Budget	
Public Schools	\$26,722,465	\$24,203,900	\$38,785,379	\$14,581,479
Conservation and Open Space	7,765,708	9,219,500	8,842,850	(376,650)
Public Works	13,393,456	17,272,405	17,358,200	85,795
Recreation and Parks	1,891,400	3,146,430	1,724,670	(1,421,760)
General Government	7,144,636	19,449,200	29,185,650	9,736,450
Total Appropriations	\$56,917,665	\$73,291,435	\$95,896,749	\$22,605,314

FY 17 - FY 19 Capital Fund Appropriations

Appropriation Area	Fiscal Year			\$ Change FY 18 to FY 19
	2017 Budget	2018 Budget	2019 Budget	
<u>Public Schools</u>	\$26,722,465	\$24,203,900	\$38,785,379	\$14,581,479
<u>Conservation and Open Space</u>	\$7,765,708	\$9,219,500	\$8,842,850	(\$376,650)
<u>Public Works</u>				
Roads	\$13,102,256	\$15,047,805	\$15,949,200	\$901,395
Bridges	291,200	2,224,600	1,409,000	(815,600)
Public Works Total	\$13,393,456	\$17,272,405	\$17,358,200	\$85,795
<u>Recreation and Parks</u>	\$1,891,400	\$3,146,430	\$1,724,670	(\$1,421,760)
<u>General Government</u>				
County Facilities	\$2,145,236	\$12,547,200	\$2,635,000	(\$9,912,200)
Criminal Justice/Public Safety	4,499,400	4,628,000	18,075,000	13,447,000
Farm Museum	0	1,450,000	0	(1,450,000)
Carroll Community College	100,000	350,000	5,634,000	5,284,000
Libraries/Senior Centers	400,000	474,000	2,841,650	2,367,650
General Government Total	\$7,144,636	\$19,449,200	\$29,185,650	\$9,736,450
Total Appropriations	\$56,917,665	\$73,291,435	\$95,896,749	\$22,605,314

Capital Fund Appropriations



This chart shows appropriations to the five principal groupings in the Capital Budget for FY 10 - 19.

Public Schools includes school construction, renovation, and modernization projects.

Conservation includes agricultural preservation and easement programs, NPDES compliance projects, water development, and acquisition of property for other County uses, which may include future roadway easements and public facilities.

Public Works includes projects for the maintenance and construction of roads and bridges.

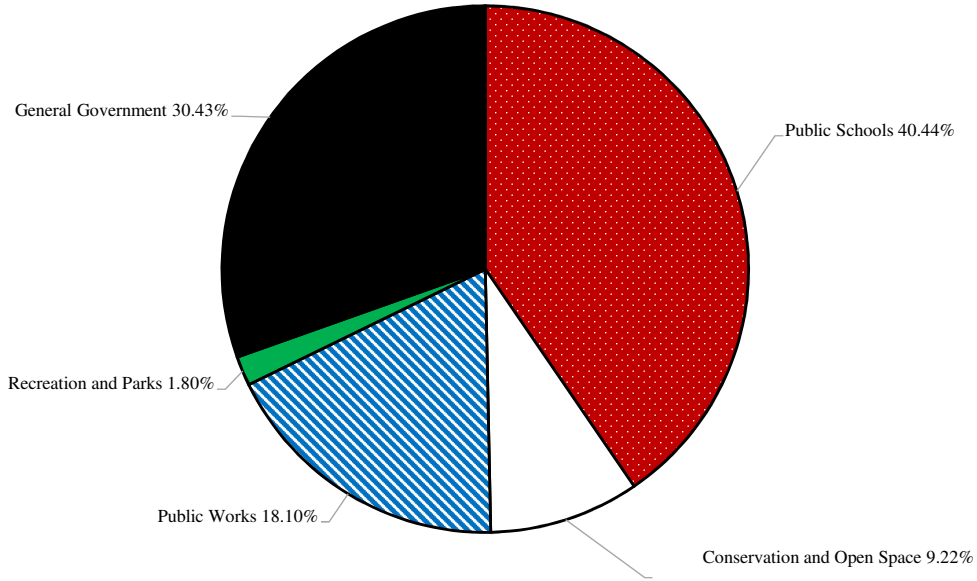
Recreation and Parks includes the purchase of land for parks and trails, development of parks, ballfields, trails, Self-Help projects, park restoration, and Union Mills Homestead.

General Government includes Public Safety 911, Carroll Community College, Carroll County Public Library, Sheriff's Office, State's Attorney's Office, Technology Services, Senior Centers, Farm Museum, and other County facilities.

Capital Fund Appropriations

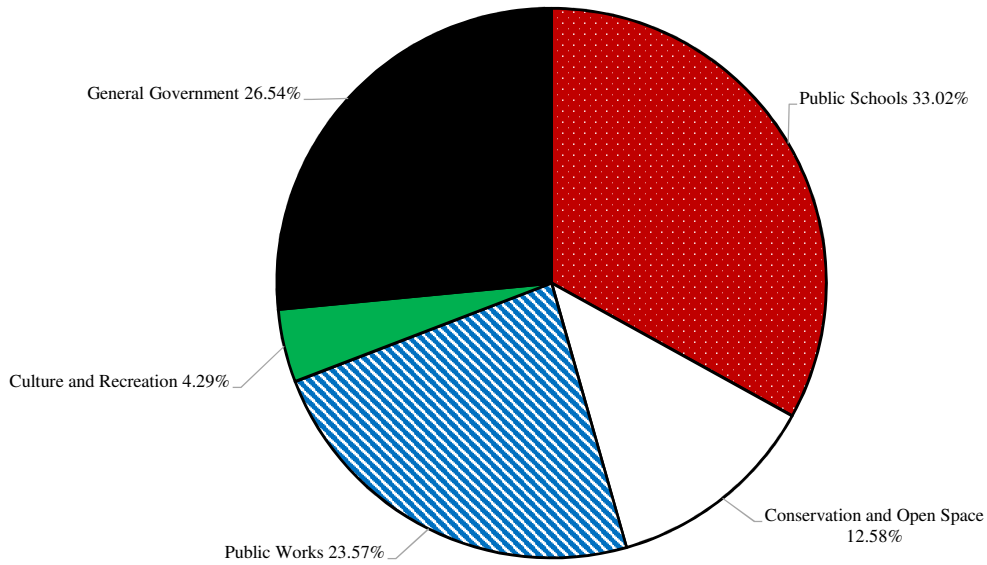
Fiscal Year 2019 Budget

\$95,896,749



Fiscal Year 2018 Budget

\$73,291,435



Community Investment Plan - Schedule of Reappropriations
Fiscal Year 2019

Reappropriations may occur when there are unspent budgeted funds from a completed or cancelled project or when there is an unallocated project that holds funds for future use.

Capital Fund

Project		Amount/Source		
From	To	Current	Bonds	Other
8504 Pavement Management Program 15	Pavement Management Program 19	\$644,575.04		
8585 Pavement Management Program 16	8729 Courthouse Improvements - MDEC	40,000.00		
8585 Pavement Management Program 16	Pavement Management Program 19		578,538.85	
8634 Stormwater Renovation FY 17	Stormwater Renovation FY 19		102,696.85	
8633 Mayeski Park Entrance Road Overlay	9139 Recreation and Parks Unallocated	10,000.00		
8133 Manchester Valley HS	8619 Career and Technology Center		1,430,489.57	
8289 SCHS Fine Arts Addition	8619 Career and Technology Center		249,551.63	
8290 Westminster HS HVAC	8619 Career and Technology Center		1,916,157.50	
8325 William Winchester ES Full Day Kindergarten	8619 Career and Technology Center		1,089,865.37	
8326 Winfield ES Full Day Kindergarten	8619 Career and Technology Center		430,743.73	
8348 Mt. Airy MS	8619 Career and Technology Center		8,600.00	
8349 Robert Moton ES Full Day Kindergarten	8619 Career and Technology Center		364,598.56	
8351 Hampstead ES Roof Replacement	8619 Career and Technology Center		401,352.20	
8377 Charles Carroll ES HVAC	8619 Career and Technology Center		120,312.98	
8378 Freedom ES Roof Replacement	8619 Career and Technology Center		547,543.40	
8379 BOE Roof Replacements	8619 Career and Technology Center		118,000.00	
8404 Freedom ES Heat Plant Conversion	8619 Career and Technology Center		843,469.41	
8405 William Winchester ES Roof	8619 Career and Technology Center		336,475.85	
8424 West Middle Roof Replacement	8619 Career and Technology Center		601,642.43	
8481 Carroll Springs Roof Replacement	8619 Career and Technology Center		208,419.83	
8482 Taneytown ES Roof Replacement	8619 Career and Technology Center		281,659.81	
8483 Manchester ES HVAC	8619 Career and Technology Center		179,246.95	
8484 Manchester ES Roof Replacement	8619 Career and Technology Center		246,105.19	
8501 Career and Technology Roof Replacement	8619 Career and Technology Center		515,601.52	
8502 Mechanicsville ES Roof Replacement	8619 Career and Technology Center		234,749.68	
8582 Westminster ES Roof Replacement	8619 Career and Technology Center		346,608.89	
8715 Runnymede Elementary Roof Replacement	8712 Roof Replacement - Carrolltowne Elementary		68,000.00	
8620 Francis Scott Key High Roof Replacement	8712 Roof Replacement - Carrolltowne Elementary		197,000.00	
8583 Westminster HS Roof Replacement	8712 Roof Replacement - Carrolltowne Elementary		350,000.00	
8583 Westminster HS Roof Replacement	8713 Roof Replacement - Elmer Wolfe Elementary		290,000.00	
8715 Runnymede Elementary Roof Replacement	8714 Roof Replacement - Robert Moton Elementary		140,000.00	
8133 Manchester Valley HS	Infrastructure Renewal	118,868.54		
8288 Freedom ES Full Day Kindergarten	Infrastructure Renewal	223.66		
8289 SCHS Fine Arts Addition	Infrastructure Renewal	1,600,596.92		
8349 Robert Moton ES Full Day Kindergarten	Infrastructure Renewal	26,968.20		
8350 Hampstead ES HVAC	Infrastructure Renewal	83,431.04		
8486 BOE Energy Efficiency Projects	Infrastructure Renewal	68,581.50		
8503 Sykesville Middle School Windows	Infrastructure Renewal	3,986.41		
9885 Winters Mill HS	Infrastructure Renewal	87,029.26		
9973 North Carroll Middle Renovation	Infrastructure Renewal	174,652.42		
8516 CCC Security Cameras	9022 Public Safety Regional Water Supply		20,816.69	
8517 CCC Systemics	9022 Public Safety Regional Water Supply		5,000.00	
8517 CCC Systemics	Generator Replacement		120,000.00	
9418 ADA Accessibility	9022 Public Safety Regional Water Supply		36,477.59	
9418 ADA Accessibility	8728 Co. Building Access System Replacements/Additional	33,998.72		
9920 Watershed Assessment & Improvement (NPDES)	Pavement Management Program 19		5,000,000.00	
8412 County Phone System Replacement	9648 County Technology	50,000.00		
8592 Army Reserve Building Renovation	9921 Parking Lot Overlays	77,500.00		
8592 Army Reserve Building Renovation	State's Attorney Building		1,000,000.00	
8732 North Carroll High Renovation - CCSO	State's Attorney Building		1,500,000.00	
8737 North Carroll High Renovation - BOE	State's Attorney Building		4,500,000.00	
Total		\$3,020,411.71	\$24,379,724.48	\$0.00

Community Investment Plan For Fiscal Year 2019

	Source of Funding				
	Total 2019	Other	Local Bonds	State	Federal and Other
PUBLIC SCHOOLS					
Career and Technology Center	\$10,471,194	\$0	\$10,471,194	\$0	\$0
High School Science Room Renovations	2,419,000	0	1,141,000	1,278,000	0
Electrical Equipment Replacement - Westminster High	2,000,000	0	820,000	1,180,000	0
HVAC System Replacement - Sandymount Elementary	4,715,000	0	1,999,000	2,716,000	0
HVAC System Replacement - Winfield Elementary	515,000	0	515,000	0	0
Infrastructure Renewal	2,164,337	2,164,337	0	0	0
Paving	625,000	625,000	0	0	0
Relocatable Classroom Removal	175,000	175,000	0	0	0
Roof Replacement - Carrolltowne Elementary	615,000	0	615,000	0	0
Roof Replacement - Elmer Wolfe Elementary	290,000	0	290,000	0	0
Roof Replacement - Linton Springs Elementary	1,736,000	0	763,000	973,000	0
Roof Replacement - Robert Moton Elementary	140,000	0	140,000	0	0
Roof Replacement - Sandymount Elementary	1,564,158	62,158	660,000	842,000	0
Technology Improvements	1,000,000	1,000,000	0	0	0
Transfer to Operating Budget for BOE Debt Service	10,355,690	10,355,690	0	0	0
PUBLIC SCHOOLS TOTAL	\$38,785,379	\$14,382,185	\$17,414,194	\$6,989,000	\$0
CONSERVATION AND OPEN SPACE					
Agriculture Land Preservation	\$5,247,850	\$3,114,850	\$1,333,000	\$800,000	\$0
Environmental Compliance	75,000	37,500	37,500	0	0
Stormwater Facility Renovation	370,000	0	370,000	0	0
Watershed Assessment and Improvement (NPDES)	3,150,000	0	2,692,000	0	458,000
CONSERVATION AND OPEN SPACE TOTAL	\$8,842,850	\$3,152,350	\$4,432,500	\$800,000	\$458,000
PUBLIC WORKS					
- ROADS -					
Highway Safety Improvements	\$30,000	\$0	\$0	\$30,000	\$0
Lucabaugh Mill/Sullivan/Lemmon Rds Roundabout	150,000	0	150,000	0	0
Market Street Extended	720,000	0	720,000	0	0
Pavement Management Program	12,210,000	800,000	11,234,000	176,000	0
Pavement Preservation	1,082,000	32,000	0	1,050,000	0
Ramp and Sidewalk Upgrades	75,000	0	75,000	0	0
Small Drainage Structures	165,000	0	165,000	0	0
Storm Drain Rehabilitation	1,077,900	0	88,570	989,330	0
Storm Drain Video Inspection	439,300	135,000	0	304,300	0
	\$15,949,200	\$967,000	\$12,432,570	\$2,549,630	\$0
- BRIDGES -					
Bear Run Road over Bear Branch	\$120,000	\$14,000	\$106,000	\$0	\$0
Bridge Inspection and Inventory	39,000	39,000	0	0	0
Bridge Maintenance and Structural Repair	68,000	68,000	0	0	0
Cleaning and Painting of Existing Bridge Structural Steel	317,000	40,000	0	0	277,000
Hollingsworth Road over Unnamed Tributary	865,000	0	865,000	0	0
	1,409,000	161,000	971,000	0	277,000
PUBLIC WORKS TOTAL	\$17,358,200	\$1,128,000	\$13,403,570	\$2,549,630	\$277,000
RECREATION AND PARKS					
Bennett Cerf Bridge Replacement	\$205,000	\$20,500	\$0	\$184,500	\$0
Charles Carroll Tennis and Basketball Court Replacement	121,000	12,100	0	108,900	0
Community Self-Help Projects	78,000	78,000	0	0	0
Deer Park Phase II	250,000	95,000	0	155,000	0
Double Pipe Creek Boat Ramp	32,000	0	0	32,000	0
Freedom Park Play Area Surfacing	75,000	7,500	0	67,500	0
Northwest Trail Acquisition	200,000	0	0	200,000	0
Park Restoration	167,000	167,000	0	0	0
Recreation and Parks Unallocated	10,000	10,000	0	0	0
Tot Lot Replacement	78,000	7,800	0	70,200	0
Town Fund	13,670	13,670	0	0	0
Trail Development	50,000	50,000	0	0	0
Union Mills Water Wheel, Shaft and Flume Replacement	195,000	0	195,000	0	0
Westminster Veterans Memorial Park Phase I	250,000	95,000	0	155,000	0
RECREATION AND PARKS TOTAL	\$1,724,670	\$556,570	\$195,000	\$973,100	\$0
GENERAL GOVERNMENT					
Carroll Community College Systemic Renovations	\$5,284,000	\$0	\$2,531,000	\$2,753,000	\$0
Carroll Community College Technology	350,000	350,000	0	0	0
County Building Access System Replacements/Additions	280,000	280,000	0	0	0
County Building Systemic Renovations	750,000	0	750,000	0	0
County Technology	1,200,000	1,200,000	0	0	0
Countywide Transportation Master Plan	65,000	13,000	0	0	52,000
Courthouse Facility Improvements for MDEC	40,000	40,000	0	0	0
Generator Replacement	120,000	0	120,000	0	0
Infrastructure Studies	30,000	30,000	0	0	0
Library Technology	465,000	465,000	0	0	0
Parking Lot Overlays	150,000	150,000	0	0	0
Public Safety Regional Water Supply	75,000	0	75,000	0	0
Public Safety Training Center	1,000,000	0	1,000,000	0	0
State's Attorney Building	17,000,000	4,000,000	13,000,000	0	0
Westminster Library Basement Improvements	2,376,650	0	537,700	1,000,000	839,300
GENERAL GOVERNMENT TOTAL	\$29,185,650	\$6,528,000	\$18,013,700	\$3,753,000	\$891,300
GRAND TOTAL	\$95,896,749	\$25,747,105	\$53,458,964	\$15,064,730	\$1,626,300

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2019 TO 2024

	2019	2020	2021	2022	2023	2024	Prior Allocation	Balance To Complete	Total Project Cost
PUBLIC SCHOOLS:									
Career and Technology Center	\$10,471,194	\$0	\$2,492,806	\$47,036,000	\$0	\$0	\$100,000	\$0	\$60,100,000
High School Science Room Renovations	2,419,000	3,146,000	0	0	0	0	200,000	0	5,765,000
Electrical Equipment Replacement - Westminster High	2,000,000	0	0	0	0	0	160,000	0	2,160,000
HVAC Improvements and Replacements	0	439,000	6,424,000	9,241,000	8,420,000	10,366,000	0	0	34,890,000
HVAC System Replacement - Sandymount Elementary	4,715,000	0	0	0	0	0	418,000	0	5,133,000
HVAC System Replacement - Winfield Elementary	515,000	6,758,000	0	0	0	0	0	0	7,273,000
Infrastructure Renewal	2,164,337	0	0	0	0	0	0	0	2,164,337
Paving	625,000	855,000	725,000	965,000	825,000	875,000	0	0	4,870,000
Relocatable Classroom Removal	175,000	0	185,000	0	195,000	0	325,000	0	880,000
Roof Repairs	0	0	0	0	0	200,000	0	0	200,000
Roof Replacement - Carrolltowne Elementary	615,000	0	0	0	0	0	1,612,000	0	2,227,000
Roof Replacement - Elmer Wolfe Elementary	290,000	0	0	0	0	0	1,872,000	0	2,162,000
Roof Replacement - Linton Springs Elementary	1,736,000	0	0	0	0	0	0	0	1,736,000
Roof Replacement - Robert Moton Elementary	140,000	0	0	0	0	0	2,009,000	0	2,149,000
Roof Replacement - Sandymount Elementary	1,564,158	0	0	0	0	0	0	0	1,564,158
Roof Replacements	0	1,518,000	1,954,000	1,628,000	3,267,000	4,211,000	0	0	12,578,000
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	10,355,690	10,276,000	10,753,880	10,894,920	11,653,970	13,009,640	0	0	66,944,100
Window Replacement - South Carroll High	0	155,000	1,575,000	0	0	0	0	0	1,730,000
Window Replacement - Westminster High	0	155,000	1,575,000	0	0	0	0	0	1,730,000
PUBLIC SCHOOLS TOTAL	\$38,785,379	\$24,302,000	\$26,684,686	\$70,764,920	\$25,360,970	\$29,661,640	\$6,696,000	\$0	\$222,255,595
SOURCES OF FUNDING:									
Reallocated GF Transfer	\$26,968	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$26,968
Local Income Tax	12,155,690	12,131,000	12,663,880	12,859,920	13,673,970	15,084,640	685,000	0	79,254,100
Reallocated Local Income Tax	265,668	0	0	0	0	0	0	0	265,668
Reallocated Property Tax	1,871,701	0	0	0	0	0	0	0	1,871,701
Bonds	5,898,000	5,719,000	7,219,306	21,492,000	4,791,000	5,977,000	3,170,000	0	54,266,306
Reallocated Bonds	11,516,194	0	0	0	0	0	0	0	11,516,194
Bond Interest	62,158	0	0	0	0	0	0	0	62,158
State School Construction	6,989,000	6,452,000	6,801,500	36,413,000	6,896,000	8,600,000	2,841,000	0	74,992,500
PUBLIC SCHOOLS TOTAL	\$38,785,379	\$24,302,000	\$26,684,686	\$70,764,920	\$25,360,970	\$29,661,640	\$6,696,000	\$0	\$222,255,595

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2019 TO 2024

	2019	2020	2021	2022	2023	2024	Prior Allocation	Balance To Complete	Total Project Cost
CONSERVATION AND OPEN SPACE:									
Agriculture Land Preservation	\$5,247,850	\$4,621,030	\$4,703,640	\$5,040,490	\$5,376,660	\$5,464,810	\$0	\$0	\$30,454,480
Environmental Compliance	75,000	75,000	75,000	75,000	75,000	75,000	0	0	450,000
Stormwater Facility Renovation	370,000	310,000	310,000	310,000	310,000	310,000	0	0	1,920,000
Watershed Assessment and Improvement (NPDES)	3,150,000	3,250,000	3,350,000	3,450,000	3,550,000	3,650,000	0	0	20,400,000
CONSERVATION AND OPEN SPACE TOTAL	\$8,842,850	\$8,256,030	\$8,438,640	\$8,875,490	\$9,311,660	\$9,499,810	\$0	\$0	\$53,224,480
SOURCES OF FUNDING:									
Transfer from General Fund	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$0	\$0	\$225,000
Property Tax	3,114,850	2,638,030	2,720,640	3,057,490	3,393,660	3,481,810	0	0	18,406,480
Bonds	4,329,804	4,706,900	4,459,500	4,530,500	4,600,500	4,669,000	0	0	27,296,204
Reallocated Bonds	102,696	0	0	0	0	0	0	0	102,696
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
Municipal	458,000	223,600	571,000	600,000	630,000	661,500	0	0	3,144,100
CONSERVATION AND OPEN SPACE TOTAL	\$8,842,850	\$8,256,030	\$8,438,640	\$8,875,490	\$9,311,660	\$9,499,810	\$0	\$0	\$53,224,480

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2019 TO 2024

	2019	2020	2021	2022	2023	2024	Prior Allocation	Balance To Complete	Total Project Cost
ROADS:									
Highway Safety Improvements	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$0	\$0	\$180,000
Lucabaugh Mill/Sullivan/Lemmon Roads Roundabout	150,000	600,000	0	0	0	0	0	0	750,000
Market Street Extended	720,000	0	0	0	0	0	1,271,005	0	1,991,005
Pavement Management Program	12,210,000	12,660,000	13,120,000	13,770,000	14,375,000	15,125,000	0	0	81,260,000
Pavement Preservation	1,082,000	1,114,000	1,147,000	1,181,000	1,216,000	1,275,000	0	0	7,015,000
Ramp and Sidewalk Upgrades	75,000	78,000	81,000	85,000	88,000	92,000	0	0	499,000
Small Drainage Structures	165,000	173,000	182,000	191,000	201,000	211,000	0	0	1,123,000
Storm Drain Rehabilitation	1,077,900	215,000	265,000	315,000	365,000	415,000	0	0	2,652,900
Storm Drain Video Inspection	439,300	135,000	135,000	135,000	135,000	135,000	0	0	1,114,300
Transportation/State Projects	0	200,000	200,000	200,000	0	0	800,000	0	1,400,000
ROADS TOTAL	\$15,949,200	\$15,205,000	\$15,160,000	\$15,907,000	\$16,410,000	\$17,283,000	\$2,071,005	\$0	\$97,985,205
SOURCES OF FUNDING:									
Transfer from General Fund	\$322,426	\$1,199,000	\$1,232,000	\$1,266,000	\$1,101,000	\$1,160,000	\$800,000	\$0	\$7,080,426
Reallocated GF Transfer	622,734	0	0	0	0	0	0	0	622,734
Local Income Tax	0	0	0	0	0	0	758,005	0	758,005
Reallocated Property Tax	21,840	0	0	0	0	0	0	0	21,840
Bonds	6,854,032	12,671,100	12,672,000	13,385,000	14,053,000	14,867,000	513,000	0	75,015,132
Reallocated Bonds	5,578,538	0	0	0	0	0	0	0	5,578,538
State Highway Administration	176,000	176,000	176,000	176,000	176,000	176,000	0	0	1,056,000
Highway User Revenue	2,373,630	1,080,000	1,080,000	1,080,000	1,080,000	1,080,000	0	0	7,773,630
Reallocated Developer Contribution	0	78,900	0	0	0	0	0	0	78,900
ROADS TOTAL	\$15,949,200	\$15,205,000	\$15,160,000	\$15,907,000	\$16,410,000	\$17,283,000	\$2,071,005	\$0	\$97,985,205

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2019 TO 2024

	2019	2020	2021	2022	2023	2024	Prior Allocation	Balance To Complete	Total Project Cost
BRIDGES:									
Bear Run Road over Bear Branch	\$120,000	\$0	\$305,000	\$0	\$1,185,000	\$0	\$0	\$0	\$1,610,000
Bridge Inspection and Inventory	39,000	41,000	43,000	45,000	47,000	49,000	0	0	264,000
Bridge Maintenance and Structural Repair	68,000	71,000	75,000	78,000	82,000	85,000	0	0	459,000
Cleaning and Painting of Existing Bridge Structural Steel	317,000	212,000	223,000	234,000	246,000	258,000	0	0	1,490,000
Gaither Road over South Branch Patapsco	0	0	1,935,000	0	0	0	275,000	0	2,210,000
Hawks Hill Road over Little Pipe Creek Tributary	0	0	0	255,000	0	470,000	0	0	725,000
Hollingsworth Road over Unnamed Tributary	865,000	0	0	0	0	0	200,000	0	1,065,000
McKinstry Mill Road over Little Pipe Creek	0	0	0	0	0	250,000	0	1,355,200	1,605,200
BRIDGES TOTAL	\$1,409,000	\$324,000	\$2,581,000	\$612,000	\$1,560,000	\$1,112,000	\$475,000	\$1,355,200	\$9,428,200
SOURCES OF FUNDING:									
Transfer from General Fund	\$161,000	\$154,000	\$163,000	\$170,000	\$178,000	\$186,000	\$0	\$0	\$1,012,000
Bonds	971,000	0	593,000	255,000	165,000	538,000	259,000	271,040	3,052,040
Federal Highway/Bridge	277,000	170,000	1,825,000	187,000	1,217,000	388,000	216,000	1,084,160	5,364,160
BRIDGES TOTAL	\$1,409,000	\$324,000	\$2,581,000	\$612,000	\$1,560,000	\$1,112,000	\$475,000	\$1,355,200	\$9,428,200

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2019 TO 2024

	2019	2020	2021	2022	2023	2024	Prior Allocation	Balance To Complete
RECREATION AND PARKS:								
Bear Branch Nature Center Roof Replacement	\$0	\$270,000	\$0	\$0	\$0	\$0	\$0	\$0
Bennett Cerf Bridge Replacement	205,000	0	0	0	0	0	0	0
Charles Carroll Tennis and Basketball Court Replacement	121,000	0	0	0	0	0	0	0
Community Self-Help Projects	78,000	80,000	82,000	84,000	86,000	88,000	0	0
Deer Park Phase II	250,000	0	0	0	0	0	1,454,000	0
Double Pipe Creek Boat Ramp	32,000	150,000	0	0	0	0	0	0
Freedom Park Play Area Surfacing	75,000	0	0	0	0	0	0	0
Gillis Falls Trail	0	0	0	480,000	0	0	0	0
Hashawha and Bear Branch Paving	0	0	0	0	552,000	0	0	0
Krimgold Park Phase II	0	0	300,000	0	0	0	0	0
Leister Park Phase II	0	0	0	0	200,000	0	0	0
Northwest Trail Acquisition	200,000	0	0	0	0	0	0	0
Park Restoration	167,000	171,000	175,000	180,000	185,000	190,000	0	0
Piney Run Pavilion Road Paving	0	0	0	0	0	225,000	0	0
Recreation and Parks Unallocated	10,000	0	0	0	0	0	0	0
Sports Complex Lighting	0	400,000	280,000	500,000	0	0	0	0
Sports Complex Concession Roof	0	0	0	0	0	193,000	0	0
Tot Lot Replacement	78,000	80,000	83,000	86,000	89,000	92,000	0	0
Town Fund	13,670	14,200	14,700	14,700	14,700	14,700	0	0
Trail Development	50,000	50,000	50,000	50,000	50,000	50,000	0	0
Union Mills Flume, Shaft, and Water Wheel Replacement	195,000	0	0	0	260,000	435,000	0	0
Westminster Veterans Memorial Park Phase I	250,000	0	0	0	0	0	2,303,596	0
RECREATION AND PARKS TOTAL	\$1,724,670	\$1,215,200	\$984,700	\$1,394,700	\$1,436,700	\$1,287,700	\$3,757,596	\$0
SOURCES OF FUNDING:								
Transfer from General Fund	\$406,570	\$405,200	\$370,000	\$407,300	\$419,800	\$393,700	\$100	\$0
Reallocated GF Transfer	10,000	0	0	0	0	0	0	0
Bonds	195,000	0	0	0	260,000	435,000	80,168	0
Impact Fee - Parks	140,000	85,000	220,000	300,000	50,000	0	755,000	0
Reallocated Impact Fee - Parks	0	0	0	0	0	0	200,000	0
Program Open Space	973,100	725,000	394,700	687,400	706,900	459,000	1,668,328	0
Reallocated Program Open Space	0	0	0	0	0	0	1,054,000	0

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2019 TO 2024

	2019	2020	2021	2022	2023	2024	Prior Allocation	Balance To Complete	Total Project Cost
GENERAL GOVERNMENT:									
Carroll Community College Systemic Renovations	\$5,284,000	\$435,000	\$0	\$0	\$0	\$0	\$150,000	\$0	\$5,869,000
Carroll Community College Technology	350,000	350,000	350,000	350,000	0	0	350,000	0	1,750,000
County Building Access System Replacements/Additions	280,000	280,000	0	0	0	0	276,000	0	836,000
County Building Systemic Renovations	750,000	750,000	788,000	830,000	870,000	910,000	0	0	4,898,000
County Technology	1,200,000	1,200,000	1,200,000	1,300,000	1,400,000	1,400,000	0	0	7,700,000
Countywide Transportation Master Plan	65,000	65,000	0	0	0	0	0	0	130,000
Courthouse Annex Renovation	0	107,000	0	0	0	0	152,400	0	259,400
Courthouse Facility Improvements for MDEC	40,000	0	0	0	0	0	330,000	0	370,000
Fleet Lift Replacements	0	0	0	212,000	0	212,000	0	0	424,000
Generator Replacement	120,000	126,000	132,000	139,000	146,000	153,000	0	0	816,000
Infrastructure Studies	30,000	30,000	30,000	30,000	30,000	30,000	0	0	180,000
Library Technology	465,000	100,000	100,000	100,000	100,000	100,000	0	0	965,000
North Carroll High Roof Replacement	0	0	0	0	2,900,000	0	0	0	2,900,000
Parking Lot Overlays	150,000	158,000	166,000	174,000	183,000	192,000	0	0	1,023,000
Public Safety Emergency Communications Equipment	0	800,000	824,000	849,000	874,000	900,000	0	0	4,247,000
Public Safety Regional Water Supply	75,000	126,000	132,300	139,000	146,000	153,000	1,099,800	0	1,871,100
Public Safety Training Center	1,000,000	1,000,000	1,000,000	1,000,000	0	0	3,300,000	0	7,300,000
State's Attorney Building	17,000,000	0	0	0	0	0	0	0	17,000,000
Westminster Library Basement Improvements	2,376,650	923,350	0	0	0	0	374,000	0	3,674,000
GENERAL GOVERNMENT TOTAL	\$29,185,650	\$6,450,350	\$4,722,300	\$5,123,000	\$6,649,000	\$4,050,000	\$6,032,200	\$0	\$62,212,500
SOURCES OF FUNDING:									
Transfer from General Fund	\$2,326,502	\$2,931,000	\$2,670,000	\$2,803,000	\$2,587,000	\$2,622,000	\$703,985	\$0	\$16,643,487
Reallocated GF Transfer	201,498	0	0	0	0	0	150,000	0	351,498
Bonds	10,831,407	2,317,000	1,052,300	1,320,000	4,062,000	1,428,000	3,216,515	0	24,227,222
Reallocated Bonds	7,182,293	0	0	0	0	0	0	0	7,182,293
Public School Fund Balance	4,000,000	0	0	0	0	0	0	0	4,000,000
MD Higher Education Commission	2,753,000	227,000	0	0	0	0	0	0	2,980,000
MD Library Development	1,000,000	646,850	0	0	0	0	187,125	0	1,833,975
State Miscellaneous Grants	0	0	1,000,000	1,000,000	0	0	1,650,000	0	3,650,000
Federal	52,000	52,000	0	0	0	0	0	0	104,000
Private	838,950	276,500	0	0	0	0	124,575	0	1,240,025
GENERAL GOVERNMENT TOTAL	\$29,185,650	\$6,450,350	\$4,722,300	\$5,123,000	\$6,649,000	\$4,050,000	\$6,032,200	\$0	\$62,212,500

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2019 - 2024

Capital Fund

	Fiscal Year						Prior Allocation	Balance To Complete	Total Project Cost
	2019	2020	2021	2022	2023	2024			
GRAND TOTAL - USES	\$95,896,749	\$55,752,580	\$58,571,326	\$102,677,110	\$60,728,330	\$62,894,150	\$19,031,801	\$1,355,200	\$456,907,246
SOURCE OF FUNDING									
- LOCAL -									
Transfer from General Fund	\$3,253,998	\$4,726,700	\$4,472,500	\$4,683,800	\$4,323,300	\$4,399,200	\$1,504,085	\$0	\$27,363,583
Reallocated GF Transfer	861,200	0	0	0	0	0	150,000	0	1,011,200
Local Income Tax	12,155,690	12,131,000	12,663,880	12,859,920	13,673,970	15,084,640	1,443,005	0	80,012,105
Reallocated Local Income Tax	265,668	0	0	0	0	0	0	0	265,668
Property Tax	3,114,850	2,638,030	2,720,640	3,057,490	3,393,660	3,481,810	0	0	18,406,480
Reallocated Property Tax	1,893,541	0	0	0	0	0	0	0	1,893,541
Bonds	29,079,243	25,414,000	25,996,106	40,982,500	27,931,500	27,914,000	7,238,683	271,040	184,827,072
Reallocated Bonds	24,379,721	0	0	0	0	0	0	0	24,379,721
Bond Interest	62,158	0	0	0	0	0	0	0	62,158
Impact Fee - Parks	140,000	85,000	220,000	300,000	50,000	0	755,000	0	1,550,000
Reallocated Impact Fee - Parks	0	0	0	0	0	0	200,000	0	200,000
Public School Fund Balance	4,000,000	0	0	0	0	0	0	0	4,000,000
LOCAL TOTAL	\$79,206,069	\$44,994,730	\$46,073,126	\$61,883,710	\$49,372,430	\$50,879,650	\$11,290,773	\$271,040	\$343,971,529
- STATE -									
State Highway Administration	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$0	\$0	\$1,056,000
Highway User Revenue	2,373,630	1,080,000	1,080,000	1,080,000	1,080,000	1,080,000	0	0	7,773,630
Reallocated Highway User Revenue	0	0	0	0	0	0	0	0	0
Program Open Space	973,100	725,000	394,700	687,400	706,900	459,000	1,668,328	0	5,614,428
Reallocated Program Open Space	0	0	0	0	0	0	1,054,000	0	1,054,000
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	6,989,000	6,452,000	6,801,500	36,413,000	6,896,000	8,600,000	2,841,000	0	74,992,500
MD Higher Education Commission	2,753,000	227,000	0	0	0	0	0	0	2,980,000
MD Library Development	1,000,000	646,850	0	0	0	0	187,125	0	1,833,975
State Miscellaneous Grants	0	0	1,000,000	1,000,000	0	0	1,650,000	0	3,650,000
STATE TOTAL	\$15,064,730	\$9,956,850	\$10,102,200	\$40,006,400	\$9,508,900	\$10,965,000	\$7,400,453	\$0	\$103,004,533
- FEDERAL -									
Federal	\$52,000	\$52,000	\$0	\$0	\$0	\$0	\$0	\$0	\$104,000
Federal Highway/Bridge	277,000	170,000	1,825,000	187,000	1,217,000	388,000	216,000	1,084,160	5,364,160
FEDERAL TOTAL	\$329,000	\$222,000	\$1,825,000	\$187,000	\$1,217,000	\$388,000	\$216,000	\$1,084,160	\$5,468,160
- OTHER -									
Reallocated Developer Contribution	\$0	\$78,900	\$0	\$0	\$0	\$0	\$0	\$0	\$78,900
Municipal	458,000	223,600	571,000	600,000	630,000	661,500	0	0	3,144,100
Private	838,950	276,500	0	0	0	0	124,575	0	1,240,025
OTHER TOTAL	\$1,296,950	\$579,000	\$571,000	\$600,000	\$630,000	\$661,500	\$124,575	\$0	\$4,463,025
GRAND TOTAL SOURCES	\$95,896,749	\$55,752,580	\$58,571,326	\$102,677,110	\$60,728,330	\$62,894,150	\$19,031,801	\$1,355,200	\$456,907,247

Enterprise Funds

Airport Enterprise Fund

Airport Enterprise Fund Summary

Sources of Funding	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Fuel Sales	\$74,455	\$84,500	\$84,500	\$84,500	0.00%	0.00%
Rents	157,528	152,410	152,410	155,580	2.08%	2.08%
Corporate Hanger Rental	560,076	571,550	571,550	592,660	3.69%	3.69%
Pass-Through Utilities/Taxes	115,446	137,930	137,930	137,930	0.00%	0.00%
Miscellaneous	24,727	3,680	3,680	3,680	0.00%	0.00%
Total Sources of Funding	\$932,232	\$950,070	\$950,070	\$974,350	2.56 %	2.56 %

Uses of Funding	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Airport Operations	\$564,117	\$821,480	\$818,905	\$806,745	-1.79%	-1.48%
Revenue in Excess of Expenses	368,114	128,590	131,165	167,605	30.34%	27.78%
Total Uses of Funding	\$932,232	\$950,070	\$950,070	\$974,350	2.56 %	2.56 %

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 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$162,464	\$174,040	\$171,465	\$176,550	1.44%	2.97%
Benefits	85,940	103,840	103,840	111,275	7.16%	7.16%
Operating	315,713	543,600	543,600	518,920	-4.54%	-4.54%
Capital	176,283	128,590	128,590	167,605	30.34%	30.34%
Total	\$740,401	\$950,070	\$947,495	\$974,350	2.56%	2.83%
Employees FTE	2.25	3.10	3.10	3.10	-----	-----

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

Contact

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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 attract new business to the area and to better serve the existing corporate clientele, corporate hangars and a fuel farm were constructed. The fuel farm supplies aviation and jet fuel, and the corporate hangars provide 70,000 square feet of space for storage of corporate jets.

Program Highlights

- In FY 13, the Commissioners approved the extension of the runway to approximately 5,400 feet.
- Skytech, Inc. provides airport Fixed Based Operator (FBO) services including aircraft fueling, maintenance, sales, avionics, flight instruction, and charter flights.

Budget Changes

- A 3.0% salary increase is included in FY 19.
- Benefits increase due to personnel allocation changes.
- Operating decreases due to a reduction in debt service.
- Capital increases due to Revenue in Excess of Expenses.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2019 TO 2024

	2019	2020	2021	2022	2023	2024	Prior Allocation	Balance To Complete	Total Project Cost
AIRPORT ENTERPRISE FUND:									
Grounds and Maintenance Equipment	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$0	\$0	\$120,000
AIRPORT ENTERPRISE FUND TOTAL	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$0	\$0	\$120,000
SOURCES OF FUNDING:									
Federal Aviation Administration	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$0	\$0	\$120,000
AIRPORT ENTERPRISE FUND TOTAL	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$20,000	\$0	\$0	\$120,000

Fiber Network Enterprise Fund

Fiber Network Enterprise Fund Summary

Sources of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 17	Budget FY 18	Budget FY 18	FY 19	From Orig. FY 18	From Adj. FY 18
Dark Fiber Lease	\$212,140	\$283,000	\$230,100	\$350,000	23.67%	52.11%
Transfer from Fund Balance	204,000	134,700	187,600	71,700	-46.77%	-61.78%
Total Sources of Funding	\$416,140	\$417,700	\$417,700	\$421,700	0.96%	0.96%

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 17	Budget FY 18	Budget FY 18	FY 19	From Orig. FY 18	From Adj. FY 18
Fiber Network	\$91,861	\$417,700	\$417,700	\$421,700	0.96%	0.96%
Revenue in Excess of Expenses	324,279	0	0	0	0.00%	0.00%
Total Uses of Funding	\$416,140	\$417,700	\$417,700	\$421,700	0.96%	0.96%

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 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	293,032	417,700	417,700	421,700	0.96%	0.96%
Capital	811,536	0	0	0	0.00%	0.00%
Total	\$1,104,568	\$417,700	\$417,700	\$421,700	0.96%	0.96%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

Mark Ripper, Director of Technology Services
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Chizuko M. Godwin, 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 seven primary business parks and 16 secondary business parks.

Program Highlights

In FY 18, the Board of County Commissioners allocated one-time funding of \$1 Million in a capital project to expand the CCFN to increase business connections for economic development.

- Up to \$415,000 of the capital project will be used to connect 4 business parks (Warfield Complex, Liberty Exchange, Eldersburg Business Center and the Twin Arch Industrial Park) to CCFN.
- A \$400,000 grant program was established by the Board of County Commissioners that would provide up to \$25,000 per qualified project and up to \$100,000 per service provider each fiscal year.

Budget Changes

Operating increases due to annual core switch maintenance.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2019 TO 2024

	2019	2020	2021	2022	2023	2024	Prior Allocation	Balance To Complete	Total Project Cost
FIBER NETWORK ENTERPRISE FUND:									
CCPN Equipment Replacement	\$0	\$0	\$0	\$0	\$1,060,000	\$0	\$0	\$0	\$1,060,000
FIBER NETWORK ENTERPRISE FUND TOTAL	\$0	\$0	\$0	\$0	\$1,060,000	\$0	\$0	\$0	\$1,060,000
SOURCES OF FUNDING:									
Enterprise Fund - Fiber	\$0	\$0	\$0	\$0	\$1,060,000	\$0	\$0	\$0	\$1,060,000
FIBER NETWORK ENTERPRISE FUND TOTAL	\$0	\$0	\$0	\$0	\$1,060,000	\$0	\$0	\$0	\$1,060,000

Firearms Enterprise Fund

Firearms Enterprise Fund Summary

Source of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 17	Budget FY 18	Budget FY 18		FY 19	From Orig. FY 18
User Fees	\$152,482	\$150,000	\$150,000	\$159,600	6.40%	6.40%
Concession Fees	4,727	5,000	5,000	5,000	0.00%	0.00%
Interest Income	2,042	500	500	2,000	300.00%	300.00%
Transfer from Fund Balance	0	0	0	47,850	100.00%	100.00%
Total Sources of Funding	\$159,251	\$155,500	\$155,500	\$214,450	37.91%	37.91%

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 17	Budget FY 18	Budget FY 18		FY 19	From Orig. FY 18
Firearms Facility Operations	\$143,306	\$124,610	\$124,580	\$214,450	37.91%	37.94%
Revenue in Excess of Expenses	15,945	30,890	30,920	0	0.00%	0.00%
Total Uses of Funding	\$159,251	\$155,500	\$155,500	\$214,450	37.91%	37.91%

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 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$54,713	\$67,740	\$67,740	\$83,800	23.71%	23.71%
Benefits	25,999	24,470	24,440	26,550	8.50%	8.63%
Operating	61,653	32,400	32,400	104,100	221.30%	221.30%
Capital	941	30,890	30,890	0	-100.00%	-100.00%
Total	\$143,306	\$155,500	\$155,470	\$214,450	37.91%	37.94%
Employees FTE	3.50	3.50	3.00	3.00	-----	-----

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

Contact

Jeff Degitz, Director of Recreation and Parks
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Mission and Goals

To provide a safe facility for firearms enthusiasts to practice sporting activities and for police personnel to train, practice, and obtain certification.

Goals include:

- Provide a place for hunters to sight-in rifles and for target shooting enthusiasts to practice their sport.
- Promote safety, education, training, and good sportsmanship.

Description

The Hap Baker Firearms Facility, adjacent to the Northern Landfill, includes 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 general public, as well as by police personnel.

A Range Officer supervises the facility. A fee is charged for daily use, or a yearly pass may be purchased.

The facility is open to the general public on weekends from January through March, and Wednesday through Sunday from April through December. The hours of operation are 10:00 a.m. to an hour before sunset.

Program Highlights

In FY 17, 12,747 individuals used the facility.

Budget Changes

- Personnel increases due to a 3.0% salary adjustment and the conversion of a contractual position to full-time.
- Operating increases due to planned baffle repairs and soundproofing in FY 19.

Septage Enterprise Fund

Septage Enterprise Fund Summary

Sources of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 17	Budget FY 18	Budget FY 18		FY 19	From Orig. FY 18
Septage Processing Fee	\$913,330	\$994,500	\$994,500	\$975,000	-1.96%	-1.96%
Interest Income	8,751	10,500	10,500	10,000	-4.76%	-4.76%
Miscellaneous	2,465	0	0	0	0.00%	0.00%
Total Sources of Funding	\$924,545	\$1,005,000	\$1,005,000	\$985,000	-1.99%	-1.99%

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 17	Budget FY 18	Budget FY 18		FY 19	From Orig. FY 18
Septage Facility Operations	\$557,008	\$732,075	\$732,075	\$787,067	7.51%	7.51%
Capital - Repair, Replace, Rehabilitate	367,538	272,925	272,925	197,933	-27.48%	-27.48%
Total Uses of Funding	\$924,545	\$1,005,000	\$1,005,000	\$985,000	-1.99%	-1.99%

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 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	557,008	732,075	732,075	723,067	-1.23%	-1.23%
Capital	40,318	272,925	272,925	261,933	-4.03%	-4.03%
Total	597,326	1,005,000	1,005,000	985,000	-1.99%	-1.99%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

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Stephanie R. Krome, 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 the operations and maintenance costs for the Septage Treatment Facility at the Westminster Wastewater Treatment Plant. The City of Westminster operates the facility.

The City documents costs incurred and usage by the various haulers and reports this information to the County. The County reimburses the City and then bills the individual haulers. The current rate is \$0.065 per gallon.

The facility is available 5½ days per week. In emergency situations, septage can be taken to the Freedom Wastewater Treatment Plant. The Septage Treatment Plant was built in response to a mandate to cease land application of septage.

Budget Changes

- Operating decreases due to reduced sludge removal, partially offset by an increase in operation costs.
- Capital decreases due to a reduction in gallons processed, partially offset by a replacement card reader system.

Solid Waste Enterprise Fund

Solid Waste Enterprise Fund Summary

Sources of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 17	Budget FY 18	Budget FY 18		FY 19	From Orig. FY 18
Tipping Fees	\$6,675,310	\$6,175,000	\$6,175,000	\$6,558,100	6.20%	6.20%
County Hauling	6,345	5,500	5,500	5,500	0.00%	0.00%
Interest	53,776	48,000	48,000	60,000	25.00%	25.00%
Rents and Royalties	165,019	160,000	160,000	160,000	0.00%	0.00%
Recycling	204,920	125,000	125,000	106,470	-14.82%	-14.82%
Miscellaneous	27,360	20,000	20,000	270,000	1250.00%	1250.00%
Transfer from General Fund	2,415,000	2,415,000	2,415,000	2,415,000	0.00%	0.00%
Total Sources of Funding	\$9,547,730	\$8,948,500	\$8,948,500	\$9,575,070	7.00%	7.00%

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 17	Budget FY 18	Budget FY 18		FY 19	From Orig. FY 18
Solid Waste Management	\$184,404	\$359,020	\$356,515	\$351,900	-1.98%	-1.29%
Closed Landfills	195,681	228,020	228,020	226,740	-0.56%	-0.56%
Northern Landfill	2,379,348	2,255,070	2,217,430	2,284,755	1.32%	3.04%
Recycling Operations	476,533	677,190	677,205	803,945	18.72%	18.72%
Solid Waste Accounting Administration	(225,283)	766,960	769,240	754,785	-1.59%	-1.88%
Solid Waste Transfer Station	4,617,254	3,144,300	3,144,300	3,034,300	-3.50%	-3.50%
Revenue in Excess of Expenses	1,919,793	1,517,940	1,555,790	2,118,645	39.57%	36.18%
Total Uses of Funding	\$9,547,730	\$8,948,500	\$8,948,500	\$9,575,070	7.00%	7.00%

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

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Solid Waste Management	\$184,404	\$359,020	\$356,515	\$351,900	-1.98%	-1.29%
Closed Landfills	195,681	228,020	228,020	226,740	-0.56%	-0.56%
Northern Landfill	2,379,348	2,255,070	2,217,430	2,284,755	1.32%	3.04%
Recycling Operations	476,533	677,190	677,205	803,945	18.72%	18.72%
Solid Waste Accounting Administration	(225,283)	766,960	769,240	754,785	-1.59%	-1.88%
Solid Waste Transfer Station	4,617,254	3,144,300	3,144,300	3,034,300	-3.50%	-3.50%
Revenue in Excess of Expenses	1,919,793	1,517,940	1,555,790	2,118,645	39.57%	36.18%
Total Solid Waste Operations	\$9,547,730	\$8,948,500	\$8,948,500	\$9,575,070	7.00%	7.00%

Mission and Goals

To provide the most cost-effective and efficient services for waste disposal, removal, and recycling for County residents and businesses.

Goals include:

- Serve the public
- Educate the public on the effects of waste management and recycling
- Monitor landfills for any environmental impact

Highlights, Changes, and Useful Information

The Bureau of Solid Waste is developing a plan that will:

- Be environmentally responsible
- Produce a long-term disposal strategy
- Ensure the fund is financially sound

The first phase of the plan is short term, between three and five years. It includes accumulating funding while developing a long-term solid waste management plan. In order to accumulate funding, there will be an increase in the percentage landfilled. Beginning in FY 17, the percentage of waste transferred and waste buried changed to approximately 60% and 40% respectively. Burying waste at Northern Landfill eliminates the costs of transferring the waste to Pennsylvania. The savings will help fund the implementation of a long-term waste management and recycling plan.

Budget Changes

- Recycling increases from FY 18 due to an increase in the per ton rate for recycling disposal.
- Solid Waste Transfer Station decreases due to reduced transfer cost per ton from FY 18.

Solid Waste Management

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$113,257	\$115,020	\$113,010	\$116,400	1.20%	3.00%
Benefits	54,770	64,220	63,725	68,110	6.06%	6.88%
Operating	16,378	177,780	177,780	167,390	-5.84%	-5.84%
Capital	0	1,519,940	1,519,940	2,118,645	39.39%	39.39%
Total	\$184,404	\$1,876,960	\$1,874,455	\$2,470,545	31.62%	31.80%
Employees FTE	2.38	1.70	1.60	1.60	-----	-----

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

Contact

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<http://ccgoverment.carr.org/ccg/solidwaste>

Mission and Goals

To provide the most cost-effective and efficient services for waste disposal and recycling for County residents and businesses.

Goals include:

- Ensure all regulatory requirements of the Environmental Protection Agency and the Maryland Department of the Environment are met
- Maximize the compaction rate of all materials disposed of in Northern Landfill while minimizing the cost and volume of air space consumed by daily cover requirements
- Monitor landfills for any environmental impacts and minimize liability

Description

Solid Waste Management is responsible for:

- Carroll County's only full-time operational landfill (Northern)
- Monitoring of the four closed landfills: Bark Hill, Hodges, John Owings, and Hoods Mill
- Recycling Operations
- Yard waste/mulch program, contracted to Harvest Green
- Maintaining and updating the Ten-Year Solid Waste Management Plan
- Contracting for the transfer of waste and recycling materials

Program Highlights

The Bureau of Solid Waste is developing a plan that will:

- Be environmentally responsible
- Produce a long-term disposal strategy
- Ensure the fund is financially sound

The first phase of the plan is short term, between three and five years. It includes accumulating funding while developing a long-term solid waste management plan. In order to accumulate funding, the percentage of waste landfilled and transferred has changed. Beginning in FY 17, the percentage of waste transferred and waste buried will be approximately 60% and 40% respectively. Burying waste at Northern Landfill will eliminate the costs of transferring waste to Pennsylvania. The savings will be accumulated to help fund the implementation of the long-term waste management plan being developed.

Budget Changes

- The decrease from the FY 18 Original to Adjusted is due to personnel allocation changes.
- A 3.0% salary increase is included in FY 19.
- Operating decreases due to the completion of Phase I of the FuTuRe Program and replacement electronic purchases in FY 18.
- Capital increases due to Revenue in Excess of Expenses.

Closed Landfills

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	195,681	218,020	218,020	221,740	1.71%	1.71%
Capital	0	10,000	10,000	5,000	-50.00%	-50.00%
Total	\$195,681	\$228,020	\$228,020	\$226,740	-0.56%	-0.56%
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.

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Mission

To ensure all regulatory requirements of the Environmental Protection Agency and Maryland Department of the Environment are met.

Description

The funds in this budget support four closed landfills in the County:

- Hoods Mill Landfill
- Bark Hill landfill
- Hodges Landfill
- John Owings Landfill

Federal law requires that the County monitor landfills for 30 years after closure. Groundwater monitoring and methane gas sampling are the main expenses associated with the closed landfills. Bark Hill and Hoods Mill landfills still produce leachate that must be hauled to a wastewater facility for treatment. Leachate is a liquid produced when rainwater and other moisture travel through the waste.

Program Highlights

Hoods Mill Landfill operates as a convenience drop-off site, and is open the first and third Saturday each month.

Budget Changes

Capital decreases due to one-time site improvements in FY 18.

Northern Landfill

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$553,892	\$567,110	\$532,140	\$548,115	-3.35%	3.00%
Benefits	329,085	349,310	346,640	396,075	13.39%	14.26%
Operating	766,768	974,490	974,490	890,965	-8.57%	-8.57%
Capital	729,602	364,160	364,160	449,600	23.46%	23.46%
Total	\$2,379,348	\$2,255,070	\$2,217,430	\$2,284,755	1.32%	3.04%
Employees FTE	11.00	11.00	11.00	11.00	-----	-----

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

Contact

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<http://ccgoverment.carr.org/ccg/recycle/docs/northern.pdf>

Mission

To ensure adequate space for landfilling non-transferable waste by conserving existing air space and planning for landfill cell expansion when needed.

Description

Northern Landfill is the County's only operational landfill and waste transfer station. Facilities are provided for:

- Waste disposal
- Recycling
- Acceptance of yard waste
- Waste oil and antifreeze drop-off
- Scrap tire collection
- Goodwill collection site
- Scrap metal and appliances
- Vinyl siding recycling
- Electronic recycling

Beginning in FY 17, the percentage of waste transferred and waste buried changed to approximately 60% and 40% respectively. Burying waste at Northern Landfill eliminates the costs of transferring the waste to Pennsylvania. The savings will help fund the implementation of a long-term waste management and recycling plan.

Budget Changes

- The decrease from FY 18 Original to Adjusted is due to employee turnover.
- A 3.0% salary increase is included in FY 19.
- Operating decreases due to a reduction in leachate.
- Capital increases to replace aging equipment.

Recycling Operations

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$56,612	\$58,080	\$58,095	\$59,840	3.03%	3.00%
Benefits	31,121	33,780	33,780	35,450	4.94%	4.94%
Operating	378,689	569,830	569,830	699,655	22.78%	22.78%
Capital	10,111	15,500	15,500	9,000	-41.94%	-41.94%
Total	\$476,533	\$677,190	\$677,205	\$803,945	18.72%	18.72%
Employees FTE	1.00	1.00	1.00	1.00	-----	-----

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

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<http://ccgoverment.carr.org/ccg/recycle/>

The services at the recycling center are provided through a contract with The Arc Carroll County. Scrap metal, batteries, and electronics are collected at Northern Landfill and disposal is managed by contractors. Yard trimmings are managed through a private contractor.

Mission and Goals

To promote an integrated Solid Waste Management Program that includes: waste prevention, reuse, recycling, and minimal waste disposal by providing residents and businesses with information, training, and outreach in order to benefit the environment by saving natural resources, energy, and landfill space, and by preventing pollution.

Budget Changes

- A 3.0% salary increase is included in FY 19.
- Operating increases due to the cost of single stream recycling.
- Capital decreases due to the one-time purchase of a communication radio in FY 18.

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. The 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

Solid Waste Accounting Administration

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$184,706	\$191,260	\$193,380	\$199,070	4.08%	2.94%
Benefits	161,317	169,640	169,800	191,870	13.10%	13.00%
Operating	(575,240)	405,460	405,460	362,845	-10.51%	-10.51%
Capital	3,934	600	600	1,000	66.67%	66.67%
Total	(225,283)	\$766,960	\$769,240	\$754,785	-1.59%	-1.88%
Employees FTE	5.75	5.75	5.75	5.75	-----	-----

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

Contact

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

Mission and Goals

To provide accounting tasks and system support for the Solid Waste Enterprise Fund and to provide customer service to all users of the landfill.

Description

This budget reflects the cost of accounting and weighmaster operations at Northern Landfill. The responsibilities include:

- Determining the type of waste being brought into the landfill
- Determining eligibility of the waste being brought in (generally only waste generated in Carroll County is accepted)
- Collecting landfill fees
- Keeping records of billing, and of what type of waste is brought in by haulers

Budget Changes

- The increase from FY 18 Original to Adjusted is due to employee turnover.
- A 3.0% salary increase is included in FY 19.
- Benefits increase due to health benefits.
- Operating decreases due to post-closure liability and debt service.

Solid Waste Transfer Station

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	4,617,254	3,144,300	3,144,300	3,034,300	-3.50%	-3.50%
Capital	0	0	0	0	0.00%	0.00%
Total	\$4,617,254	\$3,144,300	\$3,144,300	\$3,034,300	-3.50%	-3.50%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

Contact

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Mission

To ensure facilities and resources are in place to manage approximately 90,000 tons per year of solid waste with an out-of-County transfer/disposal operation.

Description

The transfer station became operational on December 1, 1998. It allows the County to accept solid waste from residents and businesses and to transport the waste to a landfill in Pennsylvania for disposal.

Beginning in FY 17, the percentage of waste transferred and waste buried changed to approximately 60% and 40% respectively. Burying waste at Northern Landfill eliminates the costs of transferring the waste to Pennsylvania. The savings will help fund the implementation of a long-term waste management and recycling plan.

Budget Changes

Operating decreases due to a reduction in the transfer cost.

Utilities Enterprise Fund

Utilities Enterprise Fund Summary

Sources of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 17	Budget FY 18	Budget FY 18		From Orig. FY 18	From Adj. FY 18
MES Reimbursement	\$14,520	\$20,000	\$20,000	\$15,000	-25.00%	-25.00%
Water Usage	4,504,476	4,546,000	4,546,000	5,005,780	10.11%	10.11%
Sewer Usage	5,771,826	5,828,000	5,828,000	6,063,300	4.04%	4.04%
Lateral/Meter Service	6,083	10,000	10,000	6,500	-35.00%	-35.00%
Interest Income	138,570	30,000	30,000	50,000	66.67%	66.67%
Rents	194,488	190,000	190,000	209,000	10.00%	10.00%
Miscellaneous	147,811	65,700	65,700	88,000	33.94%	33.94%
Transfer from General Fund	204,490	212,110	212,110	207,820	-2.02%	-2.02%
Total Sources of Funding	\$10,982,264	\$10,901,810	\$10,901,810	\$11,645,400	6.82%	6.82%

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 17	Budget FY 18	Budget FY 18		From Orig. FY 18	From Adj. FY 18
BOU Administration	\$1,716,262	\$1,825,610	\$1,823,890	\$1,723,800	-5.58%	-5.49%
Board of Education Facilities	198,443	212,110	212,110	207,820	-2.02%	-2.02%
Freedom Sewer	3,082,496	2,577,145	2,595,201	2,783,690	8.01%	7.26%
Freedom Water	3,420,506	3,005,214	3,010,692	3,337,410	11.05%	10.85%
Hampstead Sewer	1,124,496	893,705	900,378	942,500	5.46%	4.68%
Other Water and Sewer	178,224	122,013	122,013	124,900	2.37%	2.37%
Capital - Repair, Replace, Rehabilitate	1,261,837	2,266,013	2,237,526	2,525,280	11.44%	12.86%
Total Uses of Funding	\$10,982,264	\$10,901,810	\$10,901,810	\$11,645,400	6.82%	6.82%

Enterprise Fund budgets are presented based on cash expenses, depreciation is not included, and bond principal has been added. The line item Capital - Repair, Replace, Rehabilitate captures the annual amount generated by the operating revenue available to repair, replace, or rehabilitate capital assets.

Utilities Operating Summary

	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
BOU Administration	\$1,716,262	\$1,825,610	\$1,823,890	\$1,723,800	-5.58%	-5.49%
Board of Education Facilities	198,443	212,110	212,110	207,820	-2.02%	-2.02%
Freedom Sewer	3,082,496	2,577,145	2,595,201	2,783,690	8.01%	7.26%
Freedom Water	3,420,506	3,005,214	3,010,692	3,337,410	11.05%	10.85%
Hampstead Sewer	1,124,496	893,705	900,378	942,500	5.46%	4.68%
Other Water and Sewer	178,224	122,013	122,013	124,900	2.37%	2.37%
Total Utilities Operations	\$9,720,427	\$8,635,797	\$8,664,284	\$9,120,120	5.61%	5.26%

Mission and Goals

To keep all water and sewer systems at peak performance, without interruptions in service, while protecting the environment.

Goals include:

- Protect the environment while continuing to comply with State and Federal regulations
- Monitor areas of growth to be proactive in determining future needs for facilities

Highlights, Changes, and Useful Information

- There are five County operated wastewater treatment systems. The Freedom Sewer System serves 6,889 sewer accounts. The system has 126 miles of collection lines and 13 pumping stations. The Hampstead Sewer System serves 2,275 accounts. The system includes Hampstead Wastewater Treatment Plant, 35 miles of collection lines, and seven pumping stations. Other sewer systems include South Carroll Wastewater Treatment Plant, Runnymede Wastewater Treatment Plant, and Pleasant Valley Community Sewer.
- There are three water treatment facilities operated by the County. The Bark Hill Community Water System is a groundwater system that includes a 100,000 gallon water tank and serves 62 accounts. The Pleasant Valley Community Water System is a groundwater system that serves 53 accounts. The Freedom Water System includes a water treatment plant to treat water drawn from Liberty Reservoir, 140 miles of water distribution lines, and 4 water tanks that serve 8,517 water accounts.

Budget Changes

- The increase from FY 18 Original to Adjusted is due to salary adjustments.
- BOU Administration decreases due to a reduction in debt service.
- Freedom Sewer MES increases due to operating impacts associated with the County's contract with Maryland Environmental Services (MES).
- Freedom Water increases due to water purchases from the City of Baltimore.

Bureau of Utilities Administration

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$396,195	\$427,150	\$425,430	\$436,900	2.28%	2.70%
Benefits	221,234	240,130	240,130	274,710	14.40%	14.40%
Operating	788,748	1,027,830	1,027,830	877,290	-14.65%	-14.65%
Capital	310,085	130,500	130,500	134,900	3.37%	3.37%
Total	\$1,716,262	\$1,825,610	\$1,823,890	\$1,723,800	-5.58%	-5.49%
Employees FTE	7.65	7.60	7.60	7.60	-----	-----

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

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Mission and Goals

To keep all facilities, including water booster stations, sewer pumping stations, water and wastewater treatment plants, distribution lines, and collection systems at peak performance with no interruptions in service.

Goals include:

- Maintain all equipment to keep facilities operational at all times
- Continue to protect the environment while complying with all State and Federal regulations

Description

The funds in this budget support the administration and accounting of water and wastewater facilities including:

- Thirteen sewer pumping stations and 126 miles of collection lines in the Freedom District
- Seven sewer pumping stations and 35 miles of collection lines in the Hampstead area
- Five wastewater treatment plants
- Water booster stations and 140 miles of water distribution lines
- Six water tanks
- Four groundwater facilities
- Four water treatment facilities

Total of number of households served:

2014	2015	2016	2017
10,802	10,815	10,882	10,915

Budget Changes

- The increase from FY 18 Original to Adjusted is due to salary adjustments, reclassifications, and employee turnover.
- A 3% salary increase is included in FY 19.
- Operating decreases due to debt service.

Board of Education Facilities

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$62,738	\$66,400	\$66,400	\$68,020	2.44%	2.44%
Benefits	44,610	46,400	46,400	49,890	7.52%	7.52%
Operating	48,372	74,310	74,310	78,910	6.19%	6.19%
Capital	42,723	25,000	25,000	11,000	-56.00%	-56.00%
Total	\$198,443	\$212,110	\$212,110	\$207,820	-2.02%	-2.02%
Employees FTE	1.34	1.34	1.34	1.34	-----	-----

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

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Mission

To operate and maintain the wastewater treatment plants for the Board of Education Facilities and to meet the needs of the schools served.

Description

Funds in this budget are used to operate and maintain the following facilities serving schools:

- South Carroll Wastewater Treatment Plant
- Winfield Sewer Pumping Station
- Runnymede Wastewater Treatment Plant
- Francis Scott Key Pumping Station

Budget Changes

- A 3% salary increase is included in FY 19.
- Operating increases due to costs for chemicals and lab testing equipment.
- Capital decreases due to one-time site improvements in FY 18.

Freedom Sewer

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$307,176	\$340,900	\$358,956	\$369,120	8.28%	2.83%
Benefits	207,576	224,185	224,185	244,200	8.93%	8.93%
Operating	1,750,237	1,972,660	1,972,660	2,100,170	6.46%	6.46%
Capital	817,506	39,400	39,400	70,200	78.17%	78.17%
Total	\$3,082,496	\$2,577,145	\$2,595,201	\$2,783,690	8.01%	7.26%
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

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Stephanie R. Krome, Budget Analyst (410) 386-2082

Mission

To maintain and operate the Freedom Sewer system at peak performance, with no interruptions in service, while protecting the environment.

Description

Funds in this budget are used to operate and maintain the following facilities:

- 126 miles of collections lines
- 13 pumping stations
- A wastewater treatment plant

The Freedom Sewer system serves approximately 6,889 sewer accounts.

The wastewater treatment plant can process 3.5 million gallons per day. The County generates 88% of the flows and the State generates 12%. Maryland Environment Services (MES) owns and operates the plant.

Budget Changes

- The increase from FY 18 Original to Adjusted is due to salary adjustments.
- A 3% salary increase is included in FY 19.
- Operating increases due to a contract increase with MES.
- Capital increases due to one-time site improvements at various pump stations.

Freedom Water

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$644,385	\$674,597	\$680,075	\$692,070	2.59%	1.76%
Benefits	360,159	363,662	363,662	431,260	18.59%	18.59%
Operating	1,397,201	1,721,155	1,721,155	2,013,180	16.97%	16.97%
Capital	1,018,762	245,800	245,800	200,900	-18.27%	-18.27%
Total	\$3,420,506	\$3,005,214	\$3,010,692	\$3,337,410	11.05%	10.85%
Employees FTE	14.50	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

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Stephanie R. Krome, Budget Analyst (410) 386-2082

- Operating increases due to City of Baltimore water costs.
- Capital decreases due to one-time costs in FY 18 for Raincliffe Wells, partially offset by one-time site improvements at the Freedom Water Treatment Plant in FY 19.

Mission

To provide the customers of the Freedom District with a potable water supply that meets or exceeds State standards.

Description

The Freedom area water-system includes:

- 139 miles of distribution lines
- One booster station
- Four water tanks
- Two ground wells

The Freedom Water system serves approximately 8,517 accounts.

The 4 million gallon water treatment plant was built in 2009. All water treated is purchased from Baltimore City and is taken from Liberty Reservoir. There is one booster station, located at Martz Road, needed to move the water through the distribution lines in areas of low pressure in the system.

The four water tanks are located at:

- Kabik Court
- Martz Road
- Linton Road
- Liberty High School

The total holding capacity of the tanks is approximately 3 million gallons. The tanks are necessary to maintain the pressure in the system during times of heavy usage and for fire suppression efforts.

Budget Changes

- The increase from FY 18 Original to Adjusted is due to salary adjustments and employee turnover.
- A 3% salary increase is included in FY 19.
- Benefits increase due to employee turnover.

Hampstead Sewer

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$190,734	\$199,810	\$206,483	\$206,000	3.10%	-0.23%
Benefits	141,429	145,640	145,640	151,160	3.79%	3.79%
Operating	486,025	506,055	506,055	548,640	8.42%	8.42%
Capital	306,308	42,200	42,200	36,700	-13.03%	-13.03%
Total	\$1,124,496	\$893,705	\$900,378	\$942,500	5.46%	4.68%
Employees FTE	4.00	4.15	4.15	4.15	-----	-----

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

Contact

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Mission

To maintain and operate the Hampstead sewer system at peak performance, without interruptions in service, while protecting the environment.

Description

The Hampstead sewer system services approximately 2,275 accounts and consists of:

- 35 miles of collection lines
- Seven pumping stations
- A wastewater treatment plant

The seven pumping stations include:

- North
- Small Crossings
- Shiloh
- North Carroll Farms
- South Hampstead
- Eagle Ridge
- Robert's Field

The pumping stations are needed to move the wastewater through the collection lines in areas where the force of gravity is not sufficient to do so.

Budget Changes

- The increase from FY 18 Original to Adopted is due to salary adjustments.
- A 3% salary increase is included in FY 19.
- Operating increases due to an increase in vendor costs for services such as meter reading, sludge hauling, and chemical/lab costs.
- Capital decreases due to one-time site improvements in FY 18, partially offset by one-time equipment replacements in FY 19.

Other Water/Sewer

Description	Actual FY 17	Original Budget FY 18	Adjusted Budget FY 18	Budget FY 19	% Change From Orig. FY 18	% Change From Adj. FY 18
Personnel	\$30,900	\$33,750	\$33,750	\$34,550	2.37%	2.37%
Benefits	21,252	23,743	23,743	24,730	4.16%	4.16%
Operating	47,374	57,020	57,020	63,120	10.70%	10.70%
Capital	78,698	7,500	7,500	2,500	-66.67%	-66.67%
Total	\$178,224	\$122,013	\$122,013	\$124,900	2.37%	2.37%
Employees FTE	0.66	0.66	0.66	0.66	-----	-----

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

Contact

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Stephanie R. Krome, Budget Analyst (410) 386-2082

Mission

To maintain and operate the small sewer/water systems at peak performance, without interruptions in service, while protecting the environment.

Description

The funds in this budget support the following systems:

- Bark Hill Water
- Pleasant Valley Water
- Pleasant Valley Sewer

Bark Hill serves 62 accounts using two wells, a treatment plant, a 100,000 gallon water tank, and distribution lines.

Pleasant Valley water and sewer systems serve 53 accounts. The wastewater is gravity fed into the wastewater treatment plant and the water system includes one well and a 50,000 gallon water tank.

Budget Changes

- A 3% salary increase is included in FY 19.
- Operating increases due to vendor costs for sludge hauling and chemical/lab costs.
- Capital decreases due to the one-time site-improvements in FY 18.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2019 TO 2024

	2019	2020	2021	2022	2023	2024	Prior Allocation	Balance To Complete	Total Project Cost
UTILITIES ENTERPRISE FUND:									
Billing Software	\$0	\$0	\$0	\$0	\$28,000	\$0	\$0	\$0	\$28,000
Fairhaven Well House Rehabilitation	0	0	125,000	0	0	0	0	0	125,000
Freedom Sewer Rehabilitation	0	175,000	181,000	190,000	204,000	210,000	0	0	960,000
Freedom Wells and Connections	765,000	97,000	367,000	250,000	836,000	0	217,000	0	2,532,000
Freedom WTP Membrane Replacement	174,000	174,000	174,000	174,000	174,000	174,000	0	0	1,044,000
Hampstead Sewer Rehabilitation	0	55,000	264,000	280,000	290,000	310,000	0	0	1,199,000
Hydrant Replacements	160,000	99,000	0	0	0	0	124,000	0	383,000
North Pump Station Upgrade	0	180,000	0	0	0	0	2,260,000	0	2,440,000
Patapsco Valley Pump Station Upgrade	0	0	0	0	0	305,000	0	2,210,000	2,515,000
Pleasant Valley WWTP Rehabilitation	0	0	0	0	0	387,000	0	0	387,000
Raincliffe WTP Rehabilitation	231,000	0	0	0	0	0	0	0	231,000
Runnymede Wastewater Treatment Facility Rehabilitation	0	0	0	0	297,000	0	0	0	297,000
Sewer Grinder Installation/Rehabilitation	60,500	60,500	60,500	0	0	0	0	0	181,500
Sewer Manhole Rehabilitation	0	80,000	83,000	87,000	91,000	96,000	0	0	437,000
Sewer Pipe Repair, Replacement, and New Installations	0	110,000	116,000	121,000	128,000	134,000	0	0	609,000
Shiloh Pump Station Expansion	0	0	0	0	220,000	1,455,000	0	0	1,675,000
South Carroll Wastewater Treatment Facility Rehabilitation	0	385,000	0	0	0	0	0	0	385,000
Standby Generator Replacement	0	147,000	144,000	37,000	66,000	66,000	0	0	460,000
Stream Bank Stabilization	99,000	0	0	0	0	0	0	0	99,000
Sykesville Pump Station Expansion	0	0	0	0	290,000	2,106,000	0	0	2,396,000
Tank Rehabilitations and Replacements	640,000	640,000	640,000	640,000	640,000	640,000	0	0	3,840,000
Town of Sykesville Streetscape Water and Sewer Upgrades	700,000	715,000	737,000	0	0	0	550,000	0	2,702,000
Town of Sykesville Water and Sewer Upgrades	0	0	1,065,000	1,090,000	1,122,000	0	0	0	3,277,000
Warfield Complex Water/Sewer Rehabilitation	335,500	0	0	0	0	0	0	0	335,500
Water Main Loops	0	440,000	440,000	440,000	440,000	440,000	352,000	0	2,552,000
Water Main Valve Replacements	357,000	357,000	357,000	357,000	357,000	357,000	0	0	2,142,000
Water Meters	610,500	632,500	649,000	671,000	687,500	709,500	0	0	3,960,000
Water Service Line Replacement	268,400	281,800	295,900	310,800	326,700	342,600	0	0	1,826,200
Water/Sewer Studies	324,500	280,500	0	0	0	0	968,000	0	1,573,000
Winfield Pump Station Rehabilitation	0	0	0	181,500	0	0	0	0	181,500
UTILITIES ENTERPRISE FUND TOTAL	\$4,725,400	\$4,909,300	\$5,698,400	\$4,829,300	\$6,197,200	\$7,732,100	\$4,471,000	\$2,210,000	\$40,772,700
SOURCES OF FUNDING:									
Transfer from General Fund	\$0	\$385,000	\$0	\$181,500	\$297,000	\$0	\$0	\$0	\$863,500
Transfer from IDA	300,000	0	0	0	0	0	0	0	300,000
Enterprise Fund - Utilities	0	0	0	0	0	0	550,000	0	550,000
Utilities Maintenance Fee	640,000	640,000	640,000	640,000	640,000	640,000	352,000	0	4,192,000
Utilities Sewer User Fees	631,979	1,255,500	1,749,500	1,260,000	1,609,000	3,083,500	1,130,000	0	10,719,479
Reallocated Utilities Sewer User Fees	95,271	0	0	0	0	0	0	0	95,271
Utilities Water User Fees	3,058,150	2,538,800	3,308,900	2,747,800	3,396,200	2,023,100	1,309,000	0	18,381,950
Area Connection Charges	0	90,000	0	0	255,000	1,985,500	1,130,000	2,210,000	5,670,500
UTILITIES ENTERPRISE FUND TOTAL	\$4,725,400	\$4,909,300	\$5,698,400	\$4,829,300	\$6,197,200	\$7,732,100	\$4,471,000	\$2,210,000	\$40,772,700

Community Investment Plan - Schedule of Reappropriations
Fiscal Year 2019

Reappropriations may occur when there are unspent budgeted funds from a completed or cancelled project or when there is an unallocated project that holds funds for future use.

Enterprise Funds

	Project		Amount/Source		
	From	To	Current	Bonds	Other
6426 West Hampstead Sewer		6385 Water/Sewer Studies	\$95,271.45		
		Total	\$95,271.45	\$0.00	\$0.00

Grant Fund

Grant Fund Summary

Sources of Funding	Actual	Original	Adjusted ¹	Budget	% Change	% Change
	FY 17	Budget	Budget	Budget	From	From
	FY 17	FY 18	FY 18	FY 19	Orig. FY 18	Adj. FY 18
Federal	\$6,035,775	\$5,404,542	\$5,531,403	\$5,729,022	6.00%	3.57%
Federal / Pass thru State	5,525,861	4,954,872	4,670,148	4,825,610	-2.61%	3.33%
State	3,538,479	2,945,141	3,411,481	3,036,630	3.11%	-10.99%
Endowments	97,797	30,000	30,000	30,000	0.00%	0.00%
Recreation Program Fees	310,749	176,900	176,900	185,000	4.58%	4.58%
Miscellaneous	-359,413	0	0	0	0.00%	0.00%
Donations	145,727	92,903	89,403	61,500	-33.80%	-31.21%
County Match	2,120,914	2,171,149	2,188,118	1,619,800	-25.39%	-25.97%
Total Sources of Funding	\$17,415,890	\$15,775,507	\$16,097,453	\$15,487,562	-1.83%	-3.79%

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 17	Budget	Budget	Budget	From	From
	FY 17	FY 18	FY 18	FY 19	Orig. FY 18	Adj. FY 18
Aging and Disabilities	\$2,154,767	\$1,957,936	\$2,437,166	\$1,905,458	-2.68%	-21.82%
Business Employment Resource Center	1,053,850	1,452,892	1,447,371	1,265,441	-12.90%	-12.57%
Carroll Community College	0	284,040	284,040	0	-100.00%	-100.00%
Circuit Court	903,054	743,800	890,769	965,695	29.83%	8.41%
Citizen Services State	4,228	4,000	4,000	4,000	0.00%	0.00%
Comprehensive Planning	107,923	70,000	83,505	55,300	-21.00%	-33.78%
County Attorney	197,557	0	0	0	0.00%	0.00%
Farm Museum Endowment	53,216	30,000	30,000	30,000	0.00%	0.00%
Housing and Community Development	6,023,630	5,767,234	5,782,173	6,030,767	4.57%	4.30%
Local Management Board	1,142,329	1,165,271	1,164,443	1,159,929	-0.46%	-0.39%
Non-Profits	259,207	0	0	0	0.00%	0.00%
Public Safety	488,590	563,748	574,640	574,644	1.93%	0.00%
Recreation	389,628	185,000	185,000	193,100	4.38%	4.38%
Solid Waste	10,762	0	0	0	0.00%	0.00%
Sheriff Services	542,409	357,946	538,853	494,200	38.07%	-8.29%
State's Attorney's Office	161,695	111,300	142,918	129,560	16.41%	-9.35%
Tourism	39,332	35,000	35,000	35,000	0.00%	0.00%
Transit	2,966,264	3,047,340	2,497,575	2,644,468	-13.22%	5.88%
Total Uses of Funding	\$16,498,441	\$15,775,507	\$16,097,453	\$15,487,562	-1.83%	-3.79%

¹At the time the FY 18 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 19 Program Summary by Function

Function	County Match/Contribution	Grant Funding	Total Program
Aging and Disabilities	\$99,650	\$1,805,808	\$1,905,458
Business and Employment Resource Center	0	1,265,441	1,265,441
Circuit Court	54,480	911,215	965,695
Citizen Services State	4,000	0	4,000
Comprehensive Planning	11,060	44,240	55,300
Farm Museum Endowment	0	30,000	30,000
Housing and Community Development	31,900	5,998,867	6,030,767
Local Management Board	45,170	1,114,759	1,159,929
Public Safety	108,860	465,784	574,644
Recreation	8,100	185,000	193,100
Sheriff Services	110,950	383,250	494,200
State's Attorney's Office	74,060	55,500	129,560
Tourism	0	35,000	35,000
Transit	1,071,570	1,572,898	2,644,468
Total Grants	\$1,619,800	\$13,867,762	\$15,487,562

Aging and Disabilities – Grants

Grant Title	FY 17 Budget	FY 18 Budget	FY 19 Budget	Percent Change	County Contribution
Case Management and Supports Planning	\$235,000	\$235,000	\$280,000	19.15%	\$0
Federal Financial Participation	100,000	112,000	100,000	-10.71%	0
Money Follows Person	7,000	10,000	12,375	23.75%	0
National Caregiver Support Program	56,992	57,741	57,897	0.27%	0
Ombudsman	57,814	61,405	61,477	0.12%	0
Senior Assisted Housing	98,000	96,840	99,967	3.23%	0
Senior Citizens Center Operating Fund	0	12,432	12,432	0.00%	0
Senior Coordinated Community Care	179,818	175,567	175,722	0.09%	5,405
Senior Guardianship Program	35,037	58,600	43,740	-25.36%	0
Senior Health Insurance Program	29,982	23,283	23,283	0.00%	0
Senior Inclusion Program	298,980	305,066	305,066	0.00%	0
Senior Information and Assistance	77,707	99,988	86,125	-13.86%	63,345
Senior Medicare Patrol Program	5,776	3,878	4,403	13.54%	0
Title III B (Supportive Services)	203,348	232,361	210,722	-9.31%	0
Title III C1 (Congregate Meals)	271,402	276,876	269,488	-2.67%	0
Title III C2 (Home Delivered Meals)	86,190	84,067	81,533	-2.99%	0
Title III D (Health Promotion)	9,000	9,000	9,000	0.00%	0
Veterans Directed Home Services	0	23,832	22,208	-6.81%	0
Veterans Services	0	80,000	50,000	-37.5%	0
Total Aging Grants	\$1,752,049	\$1,957,936	\$1,905,458	-2.68%	\$99,650

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 \$1,433,780.

Case Management and Supports Planning

This program, formally known as Community Options Waiver, services individuals who are medically, technically, and financially eligible for Medicaid waiver services who have been transitioned or diverted from a nursing facility. Eligible individuals must be 18 years or older, require a nursing facility level of care, choose to receive services in the community, and have a cost-neutral plan of services that supports the individual to safely live in the community.

Federal Financial Participation

This funding supports the administrative costs related to the Community First Choice and Maryland Access Point.

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 program provides support to the caregivers of the elderly. Some of the services provided are respite care, training, support groups, informational resources, and referrals to community agencies where services may be obtained.

Ombudsman

The Long-Term Care Ombudsman Program upholds the rights of residents of nursing homes and assisted living facilities in Carroll County. Information and education is provided about long-term care, including resident's rights, restraints, and elder abuse.

Senior Assisted Housing

Senior Assisted Housing provides housing and supportive services, personalized assistance, health-related services, or a combination of these services to meet the needs of residents who are unable to perform, or who need assistance in performing the activities of daily living, in a way that promotes optimum dignity and independence for residents.

Senior Citizens Center Operating Fund

This funding supports an evidence-based program designed to improve strength, mobility, flexibility, and balance for enhanced overall physical and mental health in daily activities.

Senior Coordinated Community Care

This program helps older adults remain in their homes. Senior Care serves impaired persons 65 years or older who are at risk of entering nursing homes.

Aging and Disabilities – Grants

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. Anyone is welcome to call with long-term care insurance questions, questions about Medicare billing issues, and prescription drug help. Trained volunteers provide confidential counseling services free of charge.

Senior Inclusion Program

This program is designed to offer both structured and non-structured activities to older adults with disabilities within a mainstreamed setting.

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.

Senior Medicare Patrol Program

The purpose of this program is to increase senior awareness of healthcare fraud, waste, and abuse and to mobilize national, state, and community resources to work together in resolving and publicizing healthcare fraud concerns.

Title III B (Supportive Services)

Programs supported by these funds include the ombudsman program, elder abuse, outreach, education, in-home care, training, counseling, advocacy, legal assistance, income tax assistance, employee assistance programs, and transportation.

Title III C1 (Congregate Meals)

These funds support various health and nutritional programs offered at the five senior centers located throughout Carroll County. This program provides for a balanced nutrition program at each of the centers for adults 60 years of age and older.

Title III C2 (Home Delivered Meals)

These funds support the delivery of meals to homebound persons who are unable to shop for and/or prepare meals for themselves due to illness, injury, or disability. Two meals are provided daily.

Title III D (Health Promotion)

These funds are used to improve the level of functioning and increase the level of independence for older adults by providing education and essential services to promote overall health, physical fitness, and mental acuity for all seniors.

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.

Veterans Services

This program provides case management and financial resources for veterans' needs such as housing, auto repairs, job training, or educational opportunities and coordinates assistance through the Veterans Services Program of Carroll County and the Veteran's Advisory Council.

Business and Employment Resource Center – Grants

Grant Title	FY 17 Budget	FY 18 Budget	FY 19 Budget	Percent Change	County Contribution
WIOA Title I-Admin	\$153,930	\$140,605	\$126,544	-10.00%	\$0
WIOA Title I-Adult	222,730	250,720	225,647	-10.00%	0
WIOA Title I-Dislocated Worker	930,120	753,240	677,913	-10.00%	0
WIOA Title I-Youth	232,540	261,190	235,337	-9.90%	0
Total BERC Grants	\$1,539,320	\$1,405,755	\$1,265,441	-9.98%	\$0

WIOA Title I-Admin

These funds assist in paying associated administrative costs for the other WIOA programs listed in this section.

WIOA Title I-Adult

These funds, provided under the Workforce Investment Opportunity Act (WIOA), are used to provide the following services to adults on two levels:

Core Level

- Outreach
- Initial orientation and assessment
- Job search and placement assistance
- Career counseling
- Labor market information
- Access to training

Intensive Level

- Individual employment plans
- Planning and case management
- Training services
- Short-term prevocational services
- Support services (transportation and child care)

Clients that are low income, lack high school diplomas/GEDs, have reading and/or math deficiencies, ex-offenders, disabled, or homeless are given priority.

WIOA Title I-Dislocated Worker

These funds, provided under the Workforce Investment and Opportunity Act, are used to provide services to adults who have been laid off as a result of permanent closure, or who have received notice of impending termination of layoff as a result of permanent closure or substantial layoff within a facility. Self-employed individuals currently unemployed due to general economic conditions or natural disaster and displaced homemakers are also eligible for the following two levels of services under this grant:

Core Level

- Initial orientation and assessment
- Job search and placement assistance
- Career counseling
- Labor market information
- Access to training

Intensive Level

- Individual employment plans
- Comprehensive and individual assessments
- Support services (transportation and child care)
- Planning and case management
- Training services
- Short-term prevocational services
- Counseling and career planning

WIOA Title I-Youth

This program combines a year-round training strategy with a summer employment component fusing youth development activities with traditional employment and training activities, as provided under the Workforce Investment Opportunity Act. This program integrates academic and vocational education, work-based and classroom-based instruction, and links to the market and employers.

The program serves youths 14 - 24 years of age who are economically disadvantaged and meet at least one of the following six specific barriers to employment:

- Basic skills deficient
- High school drop out
- Homeless
- Runaway or foster child
- Pregnant or parenting
- Offender

In an effort to focus resources on those most in need, 75% of the funds must be expended on out-of-school youth.

Carroll Community College – Grant

Grant Title	FY 17 Budget	FY 18 Budget	FY 19 Budget	Percent Change	County Contribution
Adult Basic Education	\$300,000	\$284,040	\$0.00	-100.00%	\$,000
Total Community College Grant	\$300,000	\$284,040	\$0.00	-100.00%	\$0.00

Adult Basic Education

The grant from the Maryland Department of Education requires a local match. The funds go toward educational services for adults who want to obtain a high school diploma, increase their basic job skills, and improve their literacy skills. The State is projected to provide \$287,372 to the College.

In FY 19, Carroll Community College – Adult Education is included in the General Fund.

Circuit Court – Grants

Grant Title	FY 17 Budget	FY 18 Budget	FY 19 Budget	Percent Change	County Contribution
Child Support Enforcement	34,240	38,400	40,350	5.08%	12,530
Drug Treatment Court	219,421	223,900	279,750	24.94%	4,750
Family Law Administration	\$481,523	\$481,500	\$608,395	26.35%	\$37,200
Total Circuit Court Grants	\$735,184	\$743,800	\$965,695	29.83%	\$54,480

Child Support Enforcement

The Circuit Court Child Support program facilitates the recovery of child support payments.

Drug Treatment Court

Drug Treatment Court provides funds for treatment of adults convicted of drug and alcohol related offenses who have committed non-violent crimes.

Family Law Administration

This grant supports services such as providing referrals and court assistance in family cases. This includes the following functions and staffing:

- The Settlement Officers (outside attorneys) preside over settlement conferences to facilitate family law case settlements to reduce the number of trials.
- The Mediation Coordinator reviews domestic files to determine which cases are appropriate for mediation and coordinates the mediation process, attends domestic violence final protective order hearings to conduct facilitated settlements for consent orders, and mediates cases for same day hearings at the request of the Master or Judge when available.

Citizen Services State – Grant

Grant Title	FY 17 Budget	FY 18 Budget	FY 19 Budget	Percent Change	County Contribution
Health Department - Emergency Funds	\$4,000	\$4,000	\$4,000	0.00%	\$4,000
Total Citizen Services State	\$4,000	\$4,000	\$4,000	0.00%	\$4,000

Health Department - Emergency Funds

The funds from this grant are used for eligible clinic patients for necessary and immediate primary medical services not covered by any other health insurance. Eligibility is based on the Federal Income Guidelines which state that an applicant's gross income must fall at or below 185 percent of the U.S. Poverty Income Guidelines. These funds will be used only for direct diagnostic and treatment services for specified medical conditions.

Comprehensive Planning – Grant

Grant Title	FY 17 Budget	FY 18 Budget	FY 19 Budget	Percent Change	County Contribution
Unified Planning Work Program (UPWP)	\$70,000	\$70,000	\$55,300	-21.0%	\$11,060
Total Comprehensive Planning Grant	\$70,000	\$70,000	\$55,300	-21.0%	\$11,060

Unified Planning Work Program (UPWP)

UPWP for Transportation Planning details projects and other activities to be completed by the Baltimore Regional Transportation Board. Members include:

- Annapolis
- Anne Arundel County
- Baltimore City
- Baltimore County
- Carroll County
- Harford County
- Howard County
- Queen Anne's County

Farm Museum Endowment – Grant

Grant Title	FY 17 Budget	FY 18 Budget	FY 19 Budget	Percent Change	County Contribution
Farm Museum Endowment	\$30,000	\$30,000	\$30,000	0.00%	\$0
Total Farm Museum Endowment Grant	\$30,000	\$30,000	\$30,000	0.00%	\$0

Farm Museum Endowment

The Farm Museum Endowment revenues are derived from a portion of yearly admission passes, donations to the Farm Museum, gift shop revenues, and fundraisers run by the Farm Museum Board of Governors. The funds are earmarked for operating costs for the Farm Museum such as historic restoration projects, educational materials for exhibits, and purchases for the onsite gift shop.

Housing and Community Development – Grants

Grant Title	FY 17 Budget	FY 18 Budget	FY 19 Budget	Percent Change	County Contribution
HUD Housing Choice – Vouchers	\$5,296,969	\$5,350,914	\$5,589,350	4.46%	\$0
Family Self Sufficiency	53,628	53,628	68,360	27.47%	0
Rental Allowance	40,000	40,000	42,000	0.00%	0
Emergency and Transitional Housing Services	42,444	42,444	42,444	0.00%	0
Emergency Solutions Grant	116,653	111,000	111,000	0.00%	0
Homeless Prevention Program	11,499	11,499	8,972	-21.98%	0
Service Linked Housing	17,500	17,500	17,500	0.00%	0
Women’s Shelter	0	109,869	109,869	0.00%	0
Continuum of Care	28,000	30,380	43,272	42.44%	31,900
Total Housing and Community Development Grants	\$5,606,693	\$5,767,234	\$6,030,767	4.57%	31,900

Continuum of Care

These funds are for the required match for HUD mandated Coordinated Intake and Assessment project, the required match and leasing costs for HSP’s Permanent Supportive Housing projects, and the match for the Planning Grant.

Emergency and Transitional Housing Services Program/Service Linked Housing

These funds provide emergency transitional housing to clients that find themselves without a permanent residence. The services include: bed space, food, clothing, and items for personal hygiene. Additional services are provided in an effort to help the client become independent. The staff counsels the clients on the barriers that have placed them in their current situation, setting goals and establishing time lines for reaching their goals. The staff also sets a fee for services if the applicant has income. This program is administered through the Human Services Program of Carroll County.

Family Self-Sufficiency

This federally funded program’s goal is to increase participants’ economic independence within five years. Qualified families can contract to establish escrow accounts proportionate to their increased incomes, targeting the funds toward achieving major life goals such as higher education or home ownership.

HUD Housing Choice – Vouchers

This federally funded, tenant-based program provides rental subsidies for low-income eligible families already living or working in Carroll County. Effective October 1, 1999 the existing certificate, voucher programs, and portability payments began a consolidation process. The new program, Housing Choice Vouchers, allows the recipient to contribute their own resources toward their choice of housing. Included in the grant is funding for administration of the voucher program. These funds are used for salaries, benefits, and supplies that are necessary for the distribution, monitoring, and accounting of the vouchers.

Rental Allowance

The purpose of this program is to provide emergency financial housing assistance for eligible homeless, or at risk of being homeless, families in Carroll County. These Maryland Department of Housing and Community Development funds assist five families in a twelve-month period.

Women’s Shelter

Funds received are used to assist with the operation of the Women’s Shelter, which include shelter, food, laundry, case management, and counseling. The Human Services Program of Carroll County manages the Women’s Shelter with oversight provided by the Department of Citizen Services.

Local Management Board – Grants

Grant Title	FY 17 Budget	FY 18 Budget	FY 19 Budget	Percent Change	County Contribution
Adventure Diversion Program	\$77,061	\$86,665	\$80,000	-7.69%	\$0
Community Programs	448,102	448,102	448,102	0.00%	0
Interagency Family Preservation	356,247	356,247	395,833	11.11%	0
MOU Administration	148,433	148,433	110,170	-25.78%	45,170
Safe and Stable Families	125,824	125,824	125,824	0.00%	0
Total Local Management Board Grants	\$1,155,667	\$1,165,271	\$1,159,929	-0.46%	\$45,170

Adventure Diversion Program

The funds from this grant support an alternative intervention program for juveniles who violate Court orders and are at risk for out-of-home placement.

Community Programs

The Governor's Office for Children is shifting its focus to disconnected youth aged 16 to 24, making future funding of all programs uncertain. The new grant application process should include level funding for new programs.

Interagency Family Preservation Program

This State grant supports the Interagency Family Preservation Program. This program provides crisis intervention and stabilization services for families whose children are at imminent risk of being placed outside of the home. Services are provided in the home and community, are time limited and are individualized to meet the strengths and needs of the families.

MOU Administration

This State grant supports the administration and operations of the Local Management Board within the Department of Citizen Services. This Board is responsible for the planning, development, evaluation, and fiscal management of community-based services for the children and families in Carroll County.

Safe and Stable Families

This State grant provides funding to the Youth Services Bureau of Carroll County to collaborate efforts with the Human Services Program and the Department of Social Services to conduct evidenced-based treatment services to children five and under. The partnership will work with the families to provide a continuum of family and mental health services to support, strengthen, and preserve families in Carroll County.

Public Safety – Grants

Grant Title	FY 17 Budget	FY 18 Budget	FY 19 Budget	Percent Change	County Contribution
Hazardous Material Emergency Planning	\$116,770	\$234,435	\$226,020	-3.59%	\$108,860
Homeland Security Grants	410,750	329,313	348,624	5.86%	0
Total Public Safety Grants	\$527,520	\$563,748	\$574,644	6.87%	\$108,860

Hazardous Material Emergency Planning

The Hazardous Material Emergency Preparedness program is a Federal pass-through program providing planning and training funds. Under the Hazardous Material Transportation Uniform Safety Act, Section 117A, the grant provides for hazardous materials training and emergency planning training. The State Emergency Response Commission awards these funds to the Local Emergency Planning Committee.

The grant provides funds for:

- Services to maintain the Carroll County Hazardous Materials Plan
- Planning and training for the Local Emergency Planning Committee
- Yearly renewal of the computer-based hazardous materials emergency response program for hazardous materials incidents

Homeland Security Grants

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.

Recreation – Grants

Grant Title	FY 17 Budget	FY 18 Budget	FY 19 Budget	Percent Change	County Contribution
Community Recreation Programs	\$150,000	\$150,000	\$158,100	0.00%	\$8,100
Community Recreation Trips	35,000	35,000	35,000	0.00%	0
Total Recreation Grants	\$185,000	\$185,000	\$193,100	0.00%	\$8,100

Community Recreation Programs

The Bureau of Recreation offers a wide variety of activities through its Community Recreation Programs. These programs are designed to supplement the many fine programs that are available through the volunteer recreation councils. Program guides feature activities available for adults, youth, and families at a variety of sites throughout the County. A County contribution of \$8,100 helps offset operating costs associated with the therapeutic recreation programs that the County provides for individuals with developmental and physical disabilities. This is due, in part, to the low teacher/student ratios required for these types of programs. The remainder of this budget is funded through student registration fees.

Community Recreation Trips

Program guides feature one-day sightseeing tours, Broadway shows, and other attractions available for adults, youth, and families at a variety of destinations.

Sheriff's Office – Grants

Grant Title	FY 17 Budget	FY 18 Budget	FY 19 Budget	Percent Change	County Contribution
Child Advocacy Center Services (CACCS)	\$11,761	\$7,779	\$7,780	0.01%	\$0
Child Support Unit	142,010	173,720	240,180	34.85%	60,810
Children's Justice Act Committee (CJAC)	3,427	2,016	2,000	-0.79%	0
High Intensity Drug Trafficking Area (HIDTA)	67,500	67,500	67,500	0.00%	0
Highway Safety Enforcement	19,000	27,478	24,000	-12.66%	0
Joint Law Enforcement Operations	12,000	10,000	10,000	0.00%	0
Motor Carrier Safety Assistance Program	20,000	20,000	20,000	0.00%	0
National Children's Alliance	10,000	10,000	10,000	0.00%	0
Protective Order (DVUP)	5,604	5,604	5,800	3.50%	0
School Bus Safety Enforcement	12,288	12,288	12,100	-1.53%	0
Sexual Offender and Compliance Enforcement in Maryland (SOCEM)	15,034	15,034	16,000	6.43%	0
State Criminal Alien Assistance Program (SCAAP)	5,682	0	5,700	100.00%	0
Tobacco Sales Compliance	6,000	5,500	3,000	-45.45%	0
Violence Against Women Act (VAWA)	52,600	53,800	70,140	26.71%	50,140
Total Sheriff's Office Grants	\$382,906	\$410,719	\$494,200	18.41%	\$110,950

Child Advocacy Center Services (CACCS)

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 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.

Children's Justice Act Committee (CJAC)

CJAC provides grants 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 grant provides assistance to Federal, state, and local enforcement agencies operating in areas determined to be critical drug-trafficking regions.

Highway Safety Enforcement

Organizations eligible for grant awards include state and local governments, law enforcement agencies, non-profit organizations, and institutions of higher education. The purpose of the highway safety grant program is to fund activities aimed at reducing the number of motor vehicle-related crashes, deaths, and injuries on Maryland roadways.

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.

Motor Carrier Safety Assistance Program

The objective of this program is to reduce the number of commercial truck and bus related crashes, fatalities, and injuries resulting from improper operation of motor vehicles and aggressive driving behavior.

National Children's Alliance

The National Children's Alliance grant funds training for the staff of the Carroll County Advocacy and Investigation Center (CCAIC). The unit provides services to children who are or have been physically and/or sexually abused as well as those who have been victims of sexual assault.

The unit is made up of staff from:

- Carroll County State's Attorney's Office
- Carroll County Sheriff's Office
- Department of Social Services
- Family and Children's Services
- Maryland State Police
- Westminster City Police

Protective Order (DVUP)

The program provides funding assistance to local sheriffs and police departments to create specialized units for service of ex partes and protective orders and to update and maintain their domestic violence databases. This is part of the Domestic Violence Unit Program.

School Bus Safety Enforcement

The School Bus Safety Enforcement Fund provides state grant funds to law enforcement agencies for enforcement programs that target drivers who fail to stop for school bus vehicles. This grant includes proactive safety measures such as overtime for officers, public service announcements, and speed enforcement assistance. Drivers illegally passing school bus vehicles while

loading and unloading students are identified and issued the appropriate warning and/or fine.

Sexual Offender Compliance and Enforcement in Maryland (SOCEM)

The SOCEM Program is under the authority of the Governor's Office of Crime Control and Prevention (GOCCP). Program funds provide resources to the designated Maryland law enforcement agencies that are responsible for the registration and compliance enforcement of sexual offenders that reside in the jurisdiction on the Maryland Sex Offender Registry.

State Criminal Alien Assistance Program (SCAAP)

The federal Bureau of Justice Assistance administers SCAAP in conjunction with the Bureau of Immigration and Customs Enforcement (ICE) and Citizenship and Immigration Services, Department of Homeland Security (DHS). SCAAP provides federal payments 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 4 consecutive days during the reporting period.

Tobacco Sales Compliance

Tobacco Sales Compliance is awarded by the Carroll County Health Department. Funds can be used to pay overtime for performing compliance surveys as well as administrative time.

Violence Against Women's Act (VAWA)

The VAWA grant, along with the county match, funds a full-time coordinator whose responsibilities include managing activities within the unit, inputting and verifying information specific to criminal justice programs, and interviewing victims.

State's Attorney's Office – Grants

Grant Title	FY 17 Budget	FY 18 Budget	FY 19 Budget	Percent Change	County Contribution
Violence Against Women Act	\$119,957	\$111,300	\$129,560	16.4%	\$74,060
Total State's Attorney's Office Grants	\$119,957	\$111,300	\$129,560	16.4%	\$74,060

Violence Against Women Act

The Violence Against Women Act grant funds a portion of the salary and benefits of a full-time attorney who deals solely with the area of Domestic Violence.

Tourism – Grant

Grant Title	FY 17 Budget	FY 18 Budget	FY 19 Budget	Percent Change	County Contribution
Maryland Tourism Development Board	\$45,000	\$35,000	\$35,000	0.00%	\$0
Total Tourism Grant	\$45,000	\$35,000	\$35,000	0.00%	\$0

Maryland Tourism Development Board

The funds from this grant are used to advertise Carroll County as a tourist destination. Some of the publications that have been used for this advertising are:

- *Preservation Magazine*
- *American Heritage*
- *Recreation News*
- *AAA World Magazine*

The funding from this grant has also allowed Carroll County to participate in some cooperative advertising with the State of Maryland such as advertising in:

- *Better Homes and Gardens*
- *Southern Living*
- *Style Magazine*
- *Great Vacations Getaways*
- *America's Best Vacations*

Transit – Grants

Grant Title	FY 17 Budget	FY 18 Budget	FY 19 Budget	Percent Change	County Contribution
Section 5307 – Capital Assets	\$586,400	\$771,000	\$666,000	-15.77%	\$66,600
Section 5307 – Operating	1,249,128	1,356,556	981,431	-38.22%	492,490
Section 5307 – Preventative Maintenance	200,000	200,000	200,000	0.00%	20,000
Section 5311 – Operating	215,917	154,051	396,261	61.12%	246,240
SSTAP – Operating	234,529	294,698	400,776	26.47%	246,240
Transit Administration	0	171,035	0	-100.00%	0
Transportation Development Plan	0	100,000	0	-100.00%	0
Total Public Works Transit Grants	\$2,485,974	\$3,047,340	\$2,644,468	-15.23%	\$1,071,570

The FY 19 figures match the grant application. Budgets are contingent on receiving grant funds. In FY 17, Transit Administration was included in the Section 5307 – Operating grant while in FY 19, Transit Administration is included under Public Works in the General Fund operating budgets.

Section 5307 – Capital Assets

Funding is provided for the purchase of capital assets, including marketing, tablets, and replacement and expansion buses. The Federal and State share for preventive maintenance is 90% of the net project cost with the remainder locally funded.

Section 5307 – Operating

Section 5307 funding is a program that provides funds for transportation management areas. A transportation management area is an urbanized area with a population between 50,000 and 200,000. Carroll Transit System, operated by Ride With Us, provides this service for Carroll County. In FY 17, funding for transit administration was included in this grant with 100% County dollars.

Section 5307 – Preventative Maintenance

Funding is provided for maintenance of transit vehicles. The Federal and State share for preventive maintenance is 90% of the net 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.

SSTAP – Operating

The Statewide Special Transportation Assistance Program (SSTAP) is a grant obtained through the Mass Transit Administration. These funds are issued to provide transportation services for the elderly and/or persons with disabilities.

Carroll Transit System, 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.

Transit Administration

The transit administration expense is 100% County funded. The budget includes the Transportation Grants Coordinator position, health and fringe benefits, software, and other miscellaneous expenses associated with the administration of the Transit program. In FY 19, Transit Administration is included under Public Works in the General Fund operating budgets.

Transportation Development Plan

Funding was included in FY 18 for a five-year transportation development plan (TDP). Each locally operating transit system must have a TDP updated every five years and approved by local elected officials. Federal funds are provided for 90% of the project cost with the remaining 10% locally funded. The TDP should identify the public and specialized transportation needs of the service area, analyze the performance of currently operated transit services, explore alternatives for improving services, and recommend an implementation plan that includes a five-year budget and capital replacement plan.

*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 accumulating funding to meet future liability.

Sources of Funding	FY 17	FY 18	FY 19	Increase
	Actual	Budget	Budget	(Decrease)
OPEB Contribution - Transfer from General Fund	\$10,103,580	\$10,550,000	\$11,395,450	\$845,450
Retiree Contributions	589,816	500,000	575,000	75,000
Interest	39,692	0	0	0
Unrealized Gain/(Loss)	7,433,230	0	0	0
Total Sources of Funding	\$18,166,318	\$11,050,000	\$11,970,450	\$920,450

Uses of Funding				
Budgeted Employer OPEB Trust Contribution	\$0	\$5,150,000	\$5,509,450	\$359,450
Audit Fees	2,300	0	0	0
Consulting Fees	10,000	0	0	0
Retiree Health Benefit Payments	4,689,221	5,900,000	6,461,000	561,000
Total Uses of Funding	\$4,701,521	\$11,050,000	\$11,970,450	\$920,450

Pension Trust Fund

The Carroll County Pension Plan, a defined benefit pension plan, was implemented July 1, 2003. The Plan covers regular non-contractual employees hired July 1, 1985 and after, and provides a monthly payment to retirees beginning at age 62 or after 30 years of service. Reduced payments are available to retirees at age 55 in cases where age plus years of County service equals or exceeds 80. In October 2009, the Pension Plan was enhanced and County contributions to the 401(k) accounts of County Pension Plan participants were discontinued. Beginning FY 18, the Pension Plan for the Correctional Deputies was enhanced by reducing normal retirement from 30 years of service to 25 years, accelerating accrual rates for service, and crediting years of pre-employment military service. Correctional Deputies' contribution increases from 5% to 8% of their salary. 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.

Sources of Funding	FY 17	FY 18	FY 19	Increase
	Actual	Budget	Budget	(Decrease)
Employer County Employee Pension Contribution	\$2,636,200	\$2,777,120	\$2,382,530	(\$394,590)
Employer Correctional Deputy Pension Contribution	0	290,000	759,540	\$469,540
Unrealized Gain/(Loss)	7,729,313	0	0	0
Employee Pension Contribution	1,773,107	0	0	0
Total Sources of Funding	\$12,138,620	\$797,580	\$3,142,070	\$74,950

Uses of Funding				
Legal Fees	\$3,108	\$0	\$0	\$0
Audit Fees	4,500	0	0	0
Consulting Fees	49,744	0	0	0
Employee Pension Fund Payments	1,856,030	0	0	0
Budgeted Employer Pension Contribution	0	3,067,120	3,142,070	74,950
Total Uses of Funding	\$1,913,382	\$3,067,120	\$3,142,070	\$74,950

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.

Sources of Funding	FY 17	FY 18	FY 19	Increase
	Actual	Budget	Budget	(Decrease)
Employer Pension Contribution	\$798,560	\$797,580	\$932,680	\$135,100
Unrealized Gain/(Loss)	1,217,488	0	0	0
Employee Pension Contribution	619,466	0	0	0
Total Sources of Funding	\$2,635,514	\$797,580	\$932,680	\$135,100

Uses of Funding				
Audit Fees	\$2,300	\$0	\$0	\$0
Consulting Fees	21,595	0	0	0
Other Miscellaneous Fees	5,941	0	0	0
Certified Law Officers Pension Fund Payments	259,960	0	0	0
Budgeted Employer Pension Contribution	0	797,580	932,680	135,100
Total Uses of Funding	\$289,796	\$797,580	\$932,680	\$135,100

Length of Service Award Program Trust Fund

The Length of Service Award Program (LOSAP) Pension Trust Fund, a defined benefit pension plan, was implemented July 1, 2004. The Plan covers all volunteer 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 for each of the next 5 years, or from \$125 per month in FY 17 to \$175 per month in FY 22. In FY 19, the base payout increases from \$135 to \$145 per month, and additional funding was added to reduce the unfunded liability.

Sources of Funding	FY 17	FY 18	FY 19	Increase
	Actual	Budget	Budget	(Decrease)
Unrealized Gain/(Loss)	\$772,104	\$0	\$0	\$0
Transfer from General Fund	100,000	166,000	1,282,000	1,116,000
Total Sources of Funding	\$872,104	\$166,000	\$1,282,000	\$1,116,000

Uses of Funding				
Audit Fees	\$4,500	\$0	\$0	\$0
Consulting Fees	8,545	0	0	0
Other Professional Services	4,070	0	0	0
LOSAP Pension Fund Payments	700,460	0	0	0
Budgeted LOSAP Contribution	100,000	166,000	1,282,000	1,116,000
Total Uses of Funding	\$817,575	\$166,000	\$1,282,000	\$1,116,000

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. The Transfer to Operating increases in FY 19 due to advertising expenses and vehicle replacement.

Sources of Funding	FY 17 Actual	FY 18 Budget	FY 19 Budget	Increase (Decrease)
Hotel Rental Tax	\$324,144	\$327,150	\$417,570	\$90,420
Unrealized Gain/(Loss)	1,402	0	0	0
Total Sources of Funding	\$325,545	\$327,150	\$417,570	\$90,420

Uses of Funding				
Transfer to Operating	\$276,114	\$327,150	\$417,570	\$90,420
Total Uses of Funding	\$276,114	\$327,150	\$417,570	\$90,420

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 17	FY 18	FY 19	Increase
	Actual	Budget	Budget	(Decrease)
Dedicated Property Tax	\$1,945,853	\$2,218,160	\$2,143,040	(\$75,120)
Fund Balance	99,197	0	109,390	109,390
Town Contributions	96,670	101,890	104,230	2,340
Interest Revenue	4,360	4,280	10,000	5,720
Total Sources of Funding	\$2,146,080	\$2,324,330	\$2,366,660	\$42,330

Uses of Funding				
Personnel	\$1,038,634	\$1,073,040	\$1,141,750	\$68,710
Operating	195,454	165,300	164,910	(390)
Debt Service	911,992	1,085,990	1,060,000	(25,990)
Total Uses of Funding	\$2,146,080	\$2,324,330	\$2,366,660	\$42,330

Internal Service Funds

Fringe Benefits ISF

This Internal Service Fund (ISF) is used to capture the costs of self-insuring medical coverage and other benefits for County employees. Fringe Benefits Internal Service Fund includes items such as medical, dental, vision, prescription, and life insurance coverage.

Sources of Funding	FY 17 Actual	FY 18 Budget	FY 19 Budget	Increase (Decrease)
General Fund	\$15,369,600	\$13,640,700	\$13,935,200	\$294,500
Enterprise Funds	973,735	1,039,908	1,225,300	185,392
Grant Fund	851,366	686,292	949,000	262,708
Watershed Protection and Restoration Fund	199,934	191,100	235,700	44,600
Retiree Medicare Part D	231,256	0	0	0
Interest and Gain/(Loss)	98,067	0	0	0
Total Sources of Funding	\$17,723,958	\$15,558,000	\$16,345,200	\$787,200

Note: The General Fund transfer to the Fringe Benefits budget was reduced by \$2.0M to rebalance the Internal Service Fund in both FY 18 and FY 19.

Uses of Funding	FY 17 Actual	FY 18 Budget	FY 19 Budget	Increase (Decrease)
Employee Fringe Benefits	\$15,644,504	\$15,558,000	\$16,345,200	\$787,200
Total Uses of Funding	\$15,644,504	\$15,558,000	\$16,345,200	\$787,200

Risk Management Auto Damage ISF

This Internal Service Fund (ISF) is used to account for the cost of repairing County-owned vehicles after they have been damaged as the result of an accident. In FY 19, a portion of fund balance from the Risk Management Liability ISF will be reallocated to align this ISF balance.

Sources of Funding	FY 17	FY 18	FY 19	Increase
	Actual	Budget	Budget	(Decrease)
Insurance	\$112,271	\$0	\$0	\$0
Reallocated from Risk Management Liability ISF	0	0	200,000	200,000
Total Sources of Funding	\$112,271	\$0	\$200,000	\$200,000

Uses of Funding				
Vehicle Claims	\$82,236	\$0	\$0	\$0
Total Uses of Funding	\$82,236	\$0	\$0	\$0

Risk Management Insurance Deductible ISF

This Internal Service Fund (ISF) is used to account for deductibles paid by the County from property and liability claims. In FY 19, there is sufficient fund balance in this ISF so that no additional funding is required.

Sources of Funding	FY 17	FY 18	FY 19	Increase
	Actual	Budget	Budget	(Decrease)
General Fund	\$0	\$0	\$0	\$0
Total Sources of Funding	\$0	\$0	\$0	\$0

Uses of Funding				
Deductibles	\$5,811	\$0	\$0	\$0
Total Uses of Funding	\$5,811	\$0	\$0	\$0

Risk Management Liability ISF

This Internal Service Fund (ISF) is used to account for and finance the County's uninsured risk. This fund accounts for losses relating to property and liability claims filed against the County. In FY 19, a portion of fund balance in this ISF will be reallocated to align the Risk Management Auto Damage ISF balance.

Sources of Funding	FY 17 Actual	FY 18 Budget	FY 19 Budget	Increase (Decrease)
Insurance	\$8,274	\$0	\$0	\$0
Total Sources of Funding	\$8,274	\$0	\$0	\$0

Uses of Funding	FY 17 Actual	FY 18 Budget	FY 19 Budget	Increase (Decrease)
Claims	\$25,526	\$0	\$0	\$0
Reallocated to Auto Damage ISF	0	0	200,000	200,000
Total Uses of Funding	\$25,526	\$0	\$200,000	\$200,000

Risk Management Workers Compensation ISF

This Internal Service Fund (ISF) was established in FY 16 to account for the cost of the County's Workers Compensation claims. In FY 19, funding from other Risk Management ISFs is being allocated here to build up an appropriate fund balance.

Sources of Funding	FY 17	FY 18	FY 19	Increase
	Actuals	Budget	Budget	(Decrease)
General Fund	\$1,000,000	\$1,050,000	\$1,070,110	\$20,110
Grant Fund	56,316	0	0	0
BOU	38,055	0	0	0
Watershed Protection and Restoration Fund	20,167	0	0	0
Enterprise Funds	20,886	0	0	0
ISF Fund Transfer	196,114	0	0	0
Total Sources of Funding	\$1,331,538	\$1,050,000	\$1,070,110	\$20,110

Uses of Funding				
Claims	\$1,196,114	\$1,050,000	\$1,070,110	\$20,110
Total Uses of Funding	\$1,196,114	\$1,050,000	\$1,070,110	\$20,110

Position Summary

Position Summary

The following pages include a summary of positions in Carroll County government. All positions are General Fund positions unless specified as a Grant Fund, Enterprise Fund, or Special Revenue Fund position.

- General Fund positions are supported by taxes, fees, and other general fund revenues.
- Grant Fund positions are supported primarily by State and Federal grants.
- Enterprise Fund positions are supported by revenues generated by, and restricted to, use for a specific service; for example, water and sewer charges.
- Special Revenue Fund positions are supported by funds dedicated to a specific purpose, for example Property Tax dedicated to Watershed Protection and Restoration Fund.

The categories are arranged by Department and/or Bureau. The summary lists Full-Time Equivalent (FTE) totals of full-time, part-time, or other number of employees within the department or bureau. In some cases, a position may be more than one of these. For example, the Circuit Court bailiffs are part-time and contractual.

- Full-Time (FT) are regular full-time positions with full benefits.
- Part-Time (PT) are positions scheduled for fewer than 30 hours per week with limited or no benefits.
- Other (O) are positions that are either subject to: the provisions of a contract that typically lasts for one year or less and have limited or no benefits (Contractual); hired for temporary, seasonal work and do not have benefits (Seasonal); or required by law with salaries set by law (By-Law).

Some of the positions included in the summary are paid by the County, but do not report to the County Commissioners. They are listed under Board of Elections, Sheriff's Office, Detention Center, CCAIC, 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 19 is 1,055.92 FTE, an increase of 12.02 FTE from FY 18.

For FY 19, the following changes are included:

- A full-time Sheriff's Office position has been eliminated due to the termination of Resident Deputy Services in New Windsor
 - A part-time contractual position was converted to full-time in Comprehensive Planning
 - A part-time position was converted to full-time in Audio/Video Production
 - Circuit Court added two grant-funded positions
 - The State's Attorney's Office added two part-time, grant-funded positions, and a full-time Drug Court Prosecutor position.
 - A part-time, grant-funded position was added to the Local Management Board
 - Ten positions were added to the Sheriff's Office for the School Resource Officer program
-

Authorized Position History By Fund

General Fund	FY 17 Adjusted FTE				FY 18 Budget FTE				FY 18 Adjusted FTE				FY 19 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
Cable Regulatory Commission TOTAL	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	18.00	0.55	16.55	35.10	18.00	0.55	16.55	35.10	18.00	0.55	16.55	35.10	18.00	0.55	16.55	35.10
Circuit Court Magistrates	6.00	---	---	6.00	6.00	---	---	6.00	5.76	---	---	5.76	5.76	---	---	5.76
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
Courts TOTAL	27.00	0.55	19.55	47.10	27.00	0.55	19.55	47.10	26.76	0.55	19.55	46.86	26.76	0.55	19.55	46.86
Public Safety 911	40.00	---	2.45	42.45	42.00	---	2.45	44.45	42.00	---	2.45	44.45	42.00	---	2.45	44.45
Public Safety 911 TOTAL	40.00	0.00	2.45	42.45	42.00	0.00	2.45	44.45	40.00	0.00	2.45	44.45	42.00	0.00	2.45	44.45
CCAIC	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Detention Center	109.00	0.50	---	109.50	109.00	0.50	---	109.50	109.00	0.50	---	109.50	109.00	0.50	---	109.50
Sheriff's Office	150.25	---	3.00	153.25	150.25	---	3.00	153.25	149.25	---	3.00	152.25	159.25	---	3.00	162.25
Sheriff Services TOTAL	261.25	0.50	3.00	264.75	261.25	0.50	3.00	264.75	260.25	0.50	3.00	263.75	270.25	0.50	3.00	273.75
State's Attorney's Office	42.00	0.62	1.00	43.62	43.00	0.62	1.00	44.62	43.00	0.62	1.00	44.62	43.80	0.62	1.00	45.42
State's Attorney TOTAL	42.00	0.62	1.00	43.62	43.00	0.62	1.00	44.62	43.00	0.62	1.00	44.62	43.80	0.62	1.00	45.42
Public Works Administration	5.45	0.50	1.00	6.95	5.45	0.50	1.00	6.95	5.50	0.50	1.00	7.00	4.95	0.50	1.00	6.45
Building Construction	3.00	---	---	3.00	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	5.00	---	---	5.00	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	54.00	0.60	0.90	55.50	58.00	0.00	0.50	58.50	58.00	0.00	0.50	58.50	58.00	0.00	1.00	59.00
Fleet Management	24.00	---	---	24.00	24.00	---	---	24.00	24.00	---	---	24.00	24.00	---	---	24.00
Permits and Inspections	24.00	---	---	24.00	24.00	---	0.60	24.60	23.00	---	0.60	23.60	23.00	---	0.60	23.60
Roads Operations	104.00	0.50	2.40	106.90	105.00	0.50	2.40	107.90	105.00	0.50	2.40	107.90	105.00	0.50	2.40	107.90
Transit Administration	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.50	0.00	0.00	1.50
Public Works TOTAL	234.20	1.60	4.30	240.10	241.20	1.00	4.50	246.70	240.25	1.00	4.50	245.75	241.20	1.00	5.00	247.20
Citizen Services Administration	4.00	---	1.88	5.88	4.00	---	1.88	5.88	4.50	---	1.88	6.38	4.50	---	0.00	4.50
Aging and Disabilities	19.38	---	---	19.38	19.38	---	---	19.38	19.38	---	---	19.38	19.38	---	1.88	21.26
Citizen Services TOTAL	23.38	0.00	1.88	25.26	23.38	0.00	1.88	25.26	23.88	0.00	1.88	25.76	23.88	0.00	1.88	25.76
Recreation and Parks Administration	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
Hashawha	8.00	0.63	1.19	9.82	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	---	11.34	17.34	6.00	---	12.00	18.00	6.00	---	12.00	18.00	6.00	---	12.00	18.00
Recreation	5.50	---	3.00	8.50	5.50	---	3.00	8.50	5.50	---	3.00	8.50	5.50	---	3.00	8.50
Sports Complex	2.00	---	0.70	2.70	2.00	---	0.70	2.70	2.00	---	0.70	2.70	2.00	---	0.70	2.70
Recreation and Parks TOTAL	25.50	0.63	16.23	42.36	25.50	0.63	17.30	43.43	25.50	0.63	17.30	43.43	25.50	0.63	17.30	43.43
Comprehensive Planning	10.00	---	1.25	11.25	10.00	---	1.25	11.25	11.00	---	0.62	11.62	11.00	---	0.62	11.62
Comprehensive Planning TOTAL	10.00	0.00	1.25	11.25	10.00	0.00	1.25	11.25	11.00	0.00	0.62	11.62	11.00	0.00	0.62	11.62
Comptroller Administration	4.00	---	0.12	4.12	4.00	---	0.15	4.15	4.00	---	0.15	4.15	4.00	---	0.15	4.15
Accounting	12.00	---	---	12.00	12.00	---	---	12.00	12.00	---	---	12.00	12.00	---	---	12.00
Collections Office	10.00	---	0.63	10.63	10.00	---	0.63	10.63	10.00	---	0.63	10.63	10.00	---	0.63	10.63
Purchasing	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
Comptroller TOTAL	31.00	0.00	0.75	31.75	31.00	0.00	0.78	31.78	31.00	0.00	0.78	31.78	31.00	0.00	0.78	31.78

Authorized Position History By Fund

	FY 17 Adjusted FTE			FY 18 Budget FTE				FY 18 Adjusted FTE				FY 19 Budget FTE				
County Attorney	6.75	---	0.00	6.75	6.75	---	0.00	6.75	6.75	---	0.00	6.75	6.75	---	0.00	6.75
County Attorney TOTAL	6.75	0.00	0.00	6.75	6.75	0.00	0.00	6.75	6.75	0.00	0.00	6.75	6.75	0.00	0.00	6.75
Economic Development Administration	5.75	---	---	5.75	5.75	---	---	5.75	5.75	---	---	5.75	5.75	---	---	5.75
BERC	2.85	---	---	2.85	2.85	---	---	2.85	2.85	---	---	2.85	2.85	---	---	2.85
Farm Museum	7.00	0.70	3.36	11.06	7.00	0.70	3.36	11.06	7.00	0.70	3.36	11.06	7.00	0.70	3.20	10.90
Tourism	1.00	---	1.90	2.90	1.00	---	1.90	2.90	1.00	---	1.90	2.90	1.00	---	1.90	2.90
Economic Development TOTAL	16.60	0.70	5.26	22.56	16.60	0.70	5.26	22.56	16.60	0.70	5.26	22.56	16.60	0.70	5.10	22.40
Human Resources	11.00	---	---	11.00	11.00	---	---	11.00	11.00	---	---	11.00	10.00	---	---	10.00
Personnel Services	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	4.00	---	---	4.00
Human Resources TOTAL	14.00	0.00	0.00	14.00	14.00	0.00	0.00	14.00	14.00	0.00	0.00	14.00	14.00	0.00	0.00	14.00
Land and Res. Management Administration	9.10	---	---	9.10	9.10	---	0.23	9.33	9.10	0.23	---	9.33	9.20	---	0.23	9.43
Development Review	8.00	---	---	8.00	8.00	---	---	8.00	8.00	---	---	8.00	8.00	---	---	8.00
Resource Management	9.90	---	---	9.90	9.90	---	---	9.90	9.90	---	---	9.90	10.15	---	---	10.15
Zoning Administration	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
Land and Resource Management TOTAL	31.00	0.00	0.00	31.00	31.00	0.00	0.23	31.23	31.00	0.23	0.00	31.23	31.35	0.00	0.23	31.58
Management and Budget Administration	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Budget	7.00	---	0.15	7.15	7.00	---	0.15	7.15	7.00	---	0.15	7.15	7.00	---	0.15	7.15
Grant Management	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Risk Management	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
Management and Budget TOTAL	15.00	0.00	0.15	15.15	15.00	0.00	0.15	15.15	15.00	0.00	0.15	15.15	15.00	0.00	0.15	15.15
Technology Services	31.00	---	---	31.00	31.00	---	0.17	31.17	31.00	---	0.17	31.17	31.00	---	0.17	31.17
Production and Distribution Services	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
Technology Services TOTAL	34.00	0.00	0.00	34.00	34.00	0.00	0.17	34.17	34.00	0.00	0.17	34.17	34.00	0.00	0.17	34.17
Administrative Hearings	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Audio Video Production	2.00	---	0.63	2.63	2.00	---	0.63	2.63	3.00	---	---	3.00	3.00	---	---	3.00
Board of Elections	---	---	0.60	0.60	---	---	0.62	0.62	---	---	0.62	0.62	---	---	0.62	0.62
Board of License Commissioners	1.00	---	0.38	1.55	1.00	---	0.38	1.38	1.00	---	0.38	1.38	1.00	---	0.38	1.38
County Commissioners	8.00	---	6.13	14.13	8.00	---	6.13	14.13	8.00	---	6.00	14.00	8.00	---	6.00	14.00
Gen Government Other TOTAL	12.00	0.00	7.74	19.91	12.00	0.00	7.76	19.76	13.00	0.00	7.00	20.00	13.00	0.00	7.00	20.00
Soil Conservation	5.00	0.63	---	5.63	5.00	0.63	---	5.63	5.00	0.63	---	5.63	5.00	0.63	---	5.63
Cons. and Natural Resources TOTAL	5.00	0.63	0.00	5.63	5.00	0.63	0.00	5.63	5.00	0.63	0.00	5.63	5.00	0.63	0.00	5.63
TOTAL General Fund	829.68	5.23	63.56	898.64	839.68	4.63	65.28	909.59	837.99	4.86	63.66	908.51	852.09	4.63	64.23	920.95

Authorized Position History By Fund

Enterprise Funds	FY 17 Adjusted FTE				FY 18 Budget FTE				FY 18 Adjusted FTE				FY 19 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Solid Waste Management	1.60	---	---	1.60	1.60	---	---	1.60	1.60	---	---	1.60	1.60	---	---	1.60
Northern Landfill	11.00	---	---	11.00	11.00	---	---	11.00	11.00	---	---	11.00	11.00	---	---	11.00
Recycling	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Solid Waste Accounting	5.75	---	---	5.75	5.75	---	---	5.75	5.75	---	---	5.75	5.75	---	---	5.75
Solid Waste TOTAL	19.35	0.00	0.00	19.35	19.35	0.00	0.00	19.35	19.35	0.00	0.00	19.35	19.35	0.00	0.00	19.35
BOU Accounting Administration	7.65	---	---	7.65	7.60	---	---	7.60	7.60	---	---	7.60	7.60	---	---	7.60
Board of Education Facilities	1.34	---	---	1.34	1.34	---	---	1.34	1.34	---	---	1.34	1.34	---	---	1.34
Freedom Sewer	7.50	---	---	7.50	7.50	---	---	7.50	7.50	---	---	7.50	7.50	---	---	7.50
Freedom Water	14.50	---	---	14.50	14.50	---	0.15	14.65	14.50	---	0.15	14.65	14.50	---	0.15	14.65
Hampstead Sewer	4.00	---	---	4.00	4.00	---	0.15	4.15	4.00	---	0.15	4.15	4.00	---	0.15	4.15
Other Water/Sewer	0.66	---	---	0.66	0.66	---	---	0.66	0.66	---	---	0.66	0.66	---	---	0.66
Utilities TOTAL	35.65	0.00	0.00	35.65	35.60	0.00	0.30	35.90	35.60	0.00	0.30	35.90	35.60	0.00	0.30	35.90
Airport	2.60	---	0.50	3.10	2.60	---	0.50	3.10	2.60	---	0.50	3.10	2.60	---	0.50	3.10
Firearms Facility	---	---	3.00	3.00	1.00	---	2.00	3.00	---	---	3.00	3.00	1.00	---	2.00	3.00
Airport/Firearms Facility TOTAL	2.60	0.00	3.50	6.10	3.60	0.00	2.50	6.10	2.60	0.00	3.50	6.10	3.60	0.00	2.50	6.10
TOTAL Enterprise Funds	57.60	0.00	3.50	61.10	58.55	0.00	2.80	61.35	57.55	0.00	3.80	61.35	58.55	0.00	2.80	61.35

Special Revenue Fund	FY 17 Adjusted FTE				FY 18 Budget FTE				FY 18 Adjusted FTE				FY 19 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Watershed Protection and Restoration	12.00	---	---	12.00	12.00	---	---	12.00	12.00	---	---	12.00	11.65	---	---	11.65
TOTAL Special Revenue Fund	12.00	---	---	12.00	12.00	---	---	12.00	12.00	---	---	12.00	11.65	---	---	11.65

Grant Fund	FY 17 Adjusted FTE				FY 18 Budget FTE				FY 18 Adjusted FTE				FY 19 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Aging and Disabilities	19.02	0.50	2.15	21.67	19.02	0.50	2.15	21.67	19.02	0.50	2.60	22.12	19.27	0.45	1.38	21.10
Business Employment Resource Center	9.40	---	---	9.40	10.90	---	---	10.90	9.40	---	---	9.40	10.90	---	---	10.90
Circuit Court	6.00	---	3.50	9.50	7.00	---	2.81	9.81	8.24	0.50	2.72	11.46	8.24	0.50	2.72	11.46
Housing and Community Development	6.50	0.69	0.13	7.32	6.50	0.69	0.13	7.32	7.00	---	0.13	7.13	7.00	0.00	0.13	7.13
Local Management Board	2.00	---	0.56	2.56	2.00	---	---	2.00	2.00	---	0.50	2.50	2.00	---	0.50	2.50
Public Safety	3.00	---	---	3.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
Recreation	0.50	---	---	0.50	0.50	---	---	0.50	0.50	---	---	0.50	0.50	---	---	0.50
Sheriff's Office	2.75	---	---	2.75	2.75	---	---	2.75	2.75	---	---	2.75	2.75	---	---	2.75
State's Attorney's Office	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	1.25	2.25	1.00	---	0.63	1.63
Transit	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	0.00	---	---	0.00
TOTAL Grant Fund	51.17	1.19	6.34	58.70	54.67	1.19	5.09	60.95	54.91	1.00	7.20	63.11	55.66	0.95	5.36	61.97

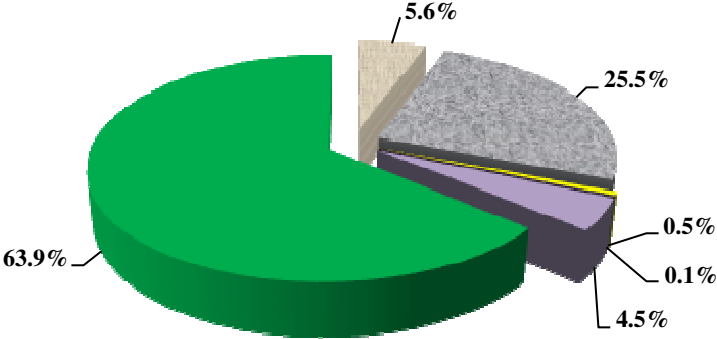
TOTAL Government	FY 17 Adjusted FTE				FY 18 Budget FTE				FY 18 Adjusted FTE				FY 19 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
TOTAL General Fund	829.68	5.23	63.56	898.47	839.68	4.63	65.28	909.59	837.99	4.86	63.66	906.51	852.09	4.63	64.23	920.95
TOTAL Enterprise Funds	57.60	0.00	3.50	61.10	58.55	0.00	2.80	61.35	57.55	0.00	3.80	61.35	58.55	0.00	2.80	61.35
TOTAL Special Revenue Fund	12.00	---	---	12.00	12.00	---	---	12.00	12.00	---	---	12.00	11.65	---	---	11.65
TOTAL Grant Fund	51.17	1.19	6.34	58.70	54.67	1.19	5.09	60.95	54.91	1.00	7.20	63.11	55.66	0.95	5.36	61.97
TOTAL FTE	950.45	6.42	73.40	1030.27	964.90	5.82	73.17	1043.89	962.45	5.86	74.66	1042.97	977.95	5.58	72.39	1055.92

Authorized Positions

The following pages include a list of Carroll County Government positions.

The categories are arranged by Governmental Partners and Commissioner Employees. Governmental Partners are agencies that are funded by the County, but are not under the direct control of the Board of County Commissioners. These employees report to separately elected officials, including the Sheriff, the State's Attorney, Board of Elections, Soil Conservation Board, and Judges, while Commissioner Employees report directly to the Board of County Commissioners. Authorized Positions lists Full-Time Equivalent (FTE) totals of full-time, part-time, or other employees within the department or bureau.

Employees by Authority



- Courts
- Soil Conservation
- State's Attorney
- Sheriff
- Board of Elections
- Commissioner Employees

The overall number of authorized positions for FY 19 is 1,055.92 FTE. Authorized positions that directly report to the Governmental Partners total 388.12 FTE while 667.8 FTE report to the Board of County Commissioners.

Authorized Positions

Governmental Partners

Board of Elections

Election Clerk	Contractual	0.62
		0.62

Courts

Circuit Court

Administrative Support Specialist	Full-Time	1.00
Administrator	Full-Time	1.00
Assignment Officer	Full-Time	4.00
Bailiff	Full-Time	16.55
Court Reporter	Full-Time	4.00
Court Reporter/Librarian	Full-Time	1.00
Deputy Court Administrator	Part-Time	0.55
Interpreter/Pretrial/ADA Coordinator	Full-Time	1.00
Judicial Assistant	Full-Time	4.00
Jury Commissioner	Full-Time	1.00
Staff Attorney	Full-Time	1.00
		35.10

Circuit Court Magistrates

Judicial Assistant ²³	Full-Time	2.76
Legal Assistant	Full-Time	2.00
Magistrate for Juvenile Causes ¹	Full-Time	1.00
		5.76

Orphan's Court

Judge, Orphan's Court	By-Law	3.00
		3.00

Volunteer Community Service Program

VCS Assistant	Full-Time	1.00
VCS Caseworker	Full-Time	1.00
VCS Coordinator	Full-Time	1.00
		3.00

Circuit Court - Grants

Administrative Assistant ²³	Full-Time	0.24
Administrative Assistant	Full-Time	1.00
ADR Practitioner/Family Law	Full-Time	1.00
Bailiff	Contractual	0.32
Drug Court Case Manager	Full-Time	1.00
Drug Court Case Manager	Part-Time	0.50
Drug Court Coordinator	Full-Time	1.00
Deputy Family Law Administrator	Full-Time	1.00
Family Law Administrator	Full-Time	1.00
Domestic Case Navigator	Full-Time	1.00
Visitation Observer	Contractual	2.40
Visitation Services Coordinator	Full-Time	1.00
		11.46

Courts Total

58.32

Sheriff's Office

CCAIC

Administrative Assistant	Full-Time	1.00
Sergeant	Full-Time	1.00
		2.00

Detention Center

Cook	Full-Time	3.00
Cook	Part-Time	0.50
Correctional Captain	Full-Time	3.00
Correctional Corporal	Full-Time	10.00
Correctional Deputy Sheriff	Full-Time	66.00
Correctional Lieutenant	Full-Time	5.00
Correctional Major	Full-Time	2.00
Correctional Sergeant	Full-Time	5.00
Correctional Specialist	Full-Time	4.00
Correctional Specialist Manager	Full-Time	1.00
Correctional Colonel/Warden	Full-Time	1.00
Fiscal Analyst	Full-Time	1.00
Food Services Supervisor	Full-Time	1.00
HR Assistant	Full-Time	1.00
HR Specialist	Full-Time	1.00
Records Unit Technician	Full-Time	2.00
Tech. Systems Specialist	Full-Time	1.00
Unit Coordinator	Full-Time	2.00
		<hr/>
		109.50

Sheriff's Office

Captain	Full-Time	2.00
Colonel	Full-Time	1.00
Constable	Contractual	2.00
Coordinator	Full-Time	1.00
Corporal	Full-Time	18.00
Court Security Deputy	Full-Time	14.00
Crime Analyst	Full-Time	1.00
Deputy 1st Class	Full-Time	23.00
Deputy Sheriff Recruit/Probationer	Full-Time	19.00
Director, Administrative Services	Full-Time	1.00
Fiscal Analyst	Full-Time	1.00
Fleet/Facility Coordinator	Full-Time	1.00
Forensic Services Supervisor	Full-Time	1.00
Forensic Services Technician	Full-Time	2.00
HR Specialist	Full-Time	1.00
Investigator	Full-Time	2.00
Lieutenant	Full-Time	6.00
Major	Full-Time	2.00
Master Deputy	Full-Time	44.00
Records Unit Supervisor	Full-Time	1.00
Records Unit Technician ²	Full-Time	5.25
Sergeant	Full-Time	10.00
Sheriff	By-Law	1.00
Special Projects Coordinator	Full-Time	1.00
Tech. Services Specialist	Full-Time	1.00
Unit Coordinator	Full-Time	1.00
		<hr/>
		162.25

Sheriff's Office - Grants

Master Deputy	Full-Time	1.00
Records Unit Technician ²	Full-Time	1.75
		<hr/>
		2.75

Sheriff's Office Total**276.50**

Soil Conservation District

Secretary	By-Law	0.63
Soil Conservation Grants Coordinator	Full-Time	1.00
Soil Conservation Planner	Full-Time	3.00
Soil Conservation Technician	Full-Time	1.00
		<u>5.63</u>

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

Assistant State's Attorney	Full-Time	4.00
Chief Deputy State's Attorney	Full-Time	1.00
Chief Investigator	Full-Time	1.00
Circuit Court Coordinator	Full-Time	1.00
Deputy State's Attorney/Admin.	Full-Time	1.00
District Court Coordinator	Full-Time	1.00
Drug Court Prosecutor	Full-Time	0.80
Drug Treatment/Education Liaison	Full-Time	1.00
Executive Assistant	Full-Time	1.00
Extradition Fugitive Technician	Full-Time	1.00
Family Violence Coordinator	Full-Time	1.00
Investigator	Full-Time	4.00
Outreach Specialist	Full-Time	1.00
Paralegal/Law Clerk	Full-Time	5.00
Prosecution Assistant	Full-Time	10.00
Prosecution Assistant	Part-time	0.62
Senior Asst. State's Attorney	Full-Time	4.00
Specialty Unit Supervisor	Full-Time	6.00
State's Attorney	By-Law	1.00
		<u>45.42</u>

State's Attorney's Office - Grants

Sr. Assistant State's Attorney	Full-Time	1.00
Administrative Asst. Victim Advocate	Contractual	0.63
		<u>1.63</u>

State's Attorney's Office Total**47.05****Total Governmental Partners****388.12****Commissioner Employees****Administrative Hearings**

Administrative Hearing Coordinator	Full-Time	1.00
		<u>1.00</u>

Audio Video Production

Media Production Coordinator	Full-Time	1.00
Media Technician	Full-Time	2.00
		<u>3.00</u>

Board of License Commissioners

Inspector	Contractual	0.38
Inspector	Full-Time	1.00
		<u>1.38</u>

Cable Regulatory Commission

Cable Coordinator	Full-Time	1.00
		<u>1.00</u>

Citizen Services

Citizen Services Administration

Administrative Assistant	Full-Time	1.00
Bureau Chief, Housing ³	Full-Time	0.60
Director	Full-Time	1.00
Homeless Info. Systems Analyst	Full-Time	1.00
Housing Inspector ⁴	Full-Time	0.50
Office Associate ⁵	Full-Time	0.40
		<hr/>
		4.50

Aging and Disabilities

Assistant Senior Center Manager	Full-Time	5.00
Bureau Chief	Full-Time	1.00
Community Services Supervisor ⁶	Full-Time	0.94
Custodial Services Specialist	Full-Time	5.00
Fiscal Supervisor ⁷	Full-Time	0.44
Information and Asst. Supervisor	Full-Time	1.00
Project Coordinator	Full-Time	1.00
Senior Center Manager	Full-Time	5.00
Veterans Services Professional	Contractual	1.88
		<hr/>
		21.26

Aging and Disabilities - Grants

Accounts Technician	Full-Time	1.00
Aging and Disability Supervisor	Full-Time	1.00
Community Services Supervisor ⁶	Full-Time	0.06
Fiscal Supervisor ⁷	Full-Time	0.06
Instruction and Events Coordinator	Full-Time	1.00
Office Technician	Full-Time	1.00
Paraprofessional	Contractual	0.75
Paraprofessional	Full-Time	0.75
Paraprofessional	Part-Time	0.45
Program Aide	Full-Time	2.25
Program Assistant	Full-Time	1.00
Program Coordinator	Full-Time	6.55
Program Specialist	Full-Time	3.60
Program Technician	Full-Time	1.00
Veterans Services Professional	Contractual	0.63
		<hr/>
		21.10

Housing and Community Development - Grants

Bureau Chief, Housing ³	Full-Time	0.40
Family Sufficiency Coordinator	Full-Time	1.00
Fiscal Supervisor ⁷	Full-Time	0.50
Housing Inspector ⁴	Full-Time	0.50
Housing Specialist	Full-Time	3.00
Office Associate ⁵	Full-Time	0.60
Paraprofessional	Contractual	0.13
Program Manager	Full-Time	1.00
		<hr/>
		7.13

Local Management Board - Grants

Contract Specialist	Full-Time	1.00
Family Ties Coordinator	Part-Time	0.50
Manager	Full-Time	1.00
		<hr/>
		2.50

Citizen Services Total

56.49

Comprehensive Planning

Administrative Assistant	Full-Time	1.00
Bureau Chief	Full-Time	1.00
Comprehensive Planner	Full-Time	5.00
Comprehensive Planning Technician	Full-Time	2.00
Director	Full-Time	1.00
Intern	Contractual	0.62
Office Associate	Full-Time	1.00
		<hr/>
		11.62

County Commissioners

Administrative Coordinator	Full-Time	4.00
Administrative Support	Contractual	1.00
County Administrator	Full-Time	1.00
County Commissioner	By-Law	5.00
Communications Manager	Full-Time	1.00
Legislative Liaison	Full-Time	1.00
Office Technician	Full-Time	1.00
		<hr/>
		14.00

Comptroller**Comptroller Administration**

Administrative Assistant	Full-Time	1.00
Comptroller	Full-Time	1.00
Financial Analyst	Full-Time	1.00
Financial System Administrator	Full-Time	1.00
Intern	Contractual	0.15
		<hr/>
		4.15

Accounting

Accountant	Full-Time	3.00
Accounting Technician	Full-Time	3.00
Accounts Payable Supervisor	Full-Time	1.00
Bureau Chief	Full-Time	1.00
Investment Officer	Full-Time	1.00
Payroll Assistant	Full-Time	1.00
Payroll Manager	Full-Time	1.00
Payroll Technician	Full-Time	1.00
		<hr/>
		12.00

Collections Office

Administrative Support	Contractual	0.63
Collections Analyst	Full-Time	1.00
Collections Clerk	Full-Time	3.00
Collections Office Supervisor	Full-Time	1.00
Collections Specialist	Full-Time	4.00
Head Cashier - Bookkeeper	Full-Time	1.00
		<hr/>
		10.63

Purchasing

Associate Buyer	Full-Time	1.00
Bureau Chief	Full-Time	1.00
Buyer	Full-Time	1.00
Office Associate	Full-Time	1.00
Senior Buyer	Full-Time	1.00
		<hr/>
		5.00

Comptroller Total**31.78**

County Attorney

Administrative Assistant	Full-Time	2.00
Assistant County Attorney	Full-Time	1.00
County Attorney	Full-Time	1.00
Deputy County Attorney	Full-Time	1.00
Legal Administrative Assistant	Full-Time	0.75
Legal Assistant	Full-Time	1.00
		<hr/>
		6.75

Economic Development**Economic Development Administration**

Agriculture Specialist	Full-Time	0.75
Business Development Manager	Full-Time	1.00
Deputy Director	Full-Time	1.00
Director	Full-Time	1.00
Economic Development Coordinator	Full-Time	1.00
Research and Data Specialist	Full-Time	1.00
		<hr/>
		5.75

Business and Employment Resource Center

Business Consultant ⁸	Full-Time	0.10
Fiscal Manager	Full-Time	0.75
Manager	Full-Time	1.00
Office Associate	Full-Time	1.00
		<hr/>
		2.85

Farm Museum

Administrative Support	Contractual	0.87
Curator	Full-Time	1.00
Docent	Contractual	0.38
Events Coordinator	Full-Time	1.00
Intern	Contractual	0.04
Living History Counselor	Contractual	0.18
Maintenance Specialist	Full-Time	2.00
Manager	Full-Time	1.00
Office Associate	Full-Time	1.00
Park Maintenance Supervisor	Full-Time	1.00
Service/Maintenance	Contractual	1.10
Volunteer Coordinator	Part-Time	0.70
Wedding Coordinator	Contractual	0.63
		<hr/>
		10.90

Tourism

Administrative Support	Contractual	1.90
Manager	Full-Time	1.00
		<hr/>
		2.90

BERC - Grants

Business Consultant ⁸	Full-Time	0.90
Customer Engagement Specialist	Full-Time	1.00
Employment Consultant	Full-Time	4.00
Operations and Resource Manager	Full-Time	1.00
Resource and Data Specialist	Full-Time	1.00
Business and Employment Svcs. Super.	Full-Time	1.00
Youth Support Specialist	Full-Time	1.00
Youth Program Coordinator	Full-Time	1.00
		<hr/>
		10.90

Economic Development Total**33.30**

Human Resources

Human Resources Administration

Director	Full-Time	1.00
Health and Benefits Compensation Mgr.	Full-Time	1.00
Human Resources Associate	Full-Time	6.00
Personnel Specialist	Full-Time	1.00
Retirement Plans Manager	Full-Time	1.00
		<hr/>
		10.00

Personnel Services

Information Desk Associate	Full-Time	1.00
Office Associate	Full-Time	3.00
		<hr/>
		4.00

Human Resources Total

14.00

Land and Resource Management

Land and Resource Management Administration

Administrative Assistant ⁹	Full-Time	0.60
Ag. Land Pres. Program Manager	Full-Time	1.00
Director ¹⁰	Full-Time	0.60
GIS Analyst	Full-Time	3.00
Intern	Contractual	0.23
Hydrogeologist	Full-Time	1.00
Land Use Project Coordinator	Full-Time	1.00
Office Technician	Full-Time	1.00
Preservation Specialist	Full-Time	1.00
		<hr/>
		9.43

Development Review

Bureau Chief	Full-Time	1.00
Development Review Coordinator	Full-Time	3.00
Development Review Technician	Full-Time	1.00
Engineering Reviewer	Full-Time	1.00
Legal Document Coordinator	Full-Time	1.00
Office Associate	Full-Time	1.00
		<hr/>
		8.00

Resource Management ¹¹

Bureau Chief	Full-Time	0.40
Chief Reviewer/Inspector	Full-Time	0.70
Environmental Insp./Grading Reviewer	Full-Time	3.00
Floodplain Mgt. Specialist	Full-Time	0.40
Forest Conservation Specialist	Full-Time	0.90
Office Associate	Full-Time	1.85
Program Engineer	Full-Time	0.70
Stormwater Mgt. Review Assistant	Full-Time	0.40
Water Resource Specialist	Full-Time	0.40
Water Resource Supervisor	Full-Time	0.20
Water Resource Technician	Full-Time	0.80
Watershed Management Coordinator	Full-Time	0.20
Water Restoration Engineer	Full-Time	0.20
		<hr/>
		10.15

Watershed Protection and Restoration Fund ¹¹

Administrative Assistant ⁹	Full-Time	0.40
Bureau Chief, Resource Management	Full-Time	0.60
Chief Reviewer/Inspector	Full-Time	0.30
Director, Land and Resource Mgmt. ¹⁰	Full-Time	0.40
Environmental Insp./Grading Reviewer	Full-Time	1.00
Floodplain Mgt. Specialist	Full-Time	0.60
Forest Conservation Specialist	Full-Time	0.10
NPDES Compliance Specialist	Full-Time	2.00
Office Associate	Full-Time	0.15
Program Engineer	Full-Time	0.30
Stormwater Mgt. Review Assistant	Full-Time	0.60
Water Resource Specialist	Full-Time	0.80
Water Resource Supervisor	Full-Time	0.80
Water Resource Technician	Full-Time	0.20
Water Restoration Engineer	Full-Time	0.80
Watershed Grants Specialist	Full-Time	1.00
Watershed Management Coordinator	Full-Time	0.80
Watershed Management Specialist	Full-Time	0.80
		<hr/>
		11.65

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**43.23****Management and Budget****Management and Budget Administration**

Administrative Assistant	Full-Time	1.00
Director	Full-Time	1.00
		<hr/>
		2.00

Budget

Budget Analyst	Full-Time	2.00
Bureau Chief	Full-Time	1.00
Intern	Contractual	0.15
Project Coordinator	Full-Time	2.00
Senior Budget Analyst	Full-Time	2.00
		<hr/>
		7.15

Grants Office

Grants Analyst	Full-Time	1.00
Grants Manager	Full-Time	1.00
		<hr/>
		2.00

Risk Management

Risk Management Specialist	Full-Time	1.00
Risk Management Technician	Full-Time	1.00
Risk Manager	Full-Time	1.00
Safety and Training Coordinator	Full-Time	1.00
		<hr/>
		4.00

Management and Budget Total**15.15**

Public Safety

Public Safety 911

911 Technician	Contractual	2.45
Administrative Assistant	Full-Time	1.00
Communications Technician Asst.	Full-Time	1.00
Director	Full-Time	1.00
Emergency Comm. Asst. Coordinator	Full-Time	2.00
Emergency Comm. Coordinator	Full-Time	1.00
Emergency Comm. Specialist	Full-Time	28.00
Emergency Comm. Spec. Supervisor	Full-Time	4.00
Emergency Comm. Systems Specialist	Full-Time	1.00
Emergency Services Specialist	Full-Time	1.00
Emergency Services Technician	Full-Time	1.00
GIS Analyst - E911 Services	Full-Time	1.00
		<hr/>
		44.45

Public Safety - Public Safety Grants

Emergency Management Fiscal Planner	Full-Time	1.00
Emergency Management Coordinator	Full-Time	1.00
Emergency Mgmt. Asst. Coordinator	Full-Time	1.00
Paraprofessional	Full-Time	1.00
		<hr/>
		4.00

Public Safety Total

48.45

Public Works

Public Works

Administrative Assistant ¹²	Full-Time	1.50
Deputy Director ¹³	Full-Time	1.75
Director ¹⁴	Full-Time	0.85
Land Acquisition Specialist	Full-Time	0.50
Project Specialist ¹⁵	Full-Time	0.85
Security Staff	Contractual	1.00
		<hr/>
		6.45

Airport

Administrative Assistant ¹²	Full-Time	0.25
Airport Manager	Full-Time	1.00
Deputy Director, Public Works ¹³	Full-Time	0.25
Director, Public Works ¹⁴	Full-Time	0.05
Maintenance Technician	Full-Time	1.00
Public Works Project Specialist ¹⁵	Full-Time	0.05
Maintenance Worker	Contractual	0.50
		<hr/>
		3.10

Building Construction

Bureau Chief	Full-Time	1.00
Project Manager	Full-Time	3.00
		<hr/>
		4.00

Engineering Administration

Bureau Chief	Full-Time	1.00
Capital Improvement Specialist	Full-Time	1.00
GIS Analyst ¹⁶	Full-Time	0.75
GIS Technician	Full-Time	1.00
Traffic Engineer	Full-Time	1.00
		<hr/>
		4.75

Engineering Construction Inspection

Construction Inspector	Full-Time	5.00
Manager/Construction Inspection	Full-Time	1.00
		<hr/>
		6.00

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 Manager	Full-Time	2.00
Facilities Supervisor	Full-Time	5.00
HVAC Mechanic	Full-Time	6.00
Maintenance Technician	Full-Time	28.00
Service/Maintenance	Contractual	1.00
Technical Support Coordinator	Full-Time	1.00
Trades Specialist	Full-Time	4.00
		<u>59.00</u>
Fleet Management		
Bureau Chief	Full-Time	1.00
Fiscal Specialist	Full-Time	1.00
Fleet Specialist	Full-Time	1.00
Foreman	Full-Time	2.00
Information System Specialist	Full-Time	1.00
Mechanic	Full-Time	12.00
Office Associate	Full-Time	1.00
Parts Clerk	Full-Time	2.00
Service Worker	Full-Time	1.00
Service Writer	Full-Time	1.00
Warehouse Technician	Full-Time	1.00
		<u>24.00</u>
Permits and Inspections		
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	2.00
Electrical Inspector	Full-Time	1.00
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
		<u>23.60</u>

Roads Operations

Area Roads Chief	Full-Time	5.00
Bureau Chief	Full-Time	1.00
Equipment Mechanic/Tool Room	Full-Time	1.00
Foreman, Bridge Crew	Full-Time	1.00
Foreman, Roads	Full-Time	7.00
Foreman, Surface Crew	Full-Time	1.00
Foreman, Traffic Control	Full-Time	1.00
Mower Operator	Contractual	2.00
Office Associate	Full-Time	2.00
Office Associate	Part-Time	0.50
Office Manager	Full-Time	1.00
Paver Operator	Full-Time	1.00
Public Works Inspector	Full-Time	2.00
Road Equipment Operator	Full-Time	68.00
Road Maintenance Worker	Full-Time	12.00
Roads Administrative Supervisor	Full-Time	1.00
Technician	Contractual	0.40
Tree Trimming Inspector	Full-Time	1.00
		<hr/>
		107.90

Solid Waste Management

Administrative Assistant ¹²	Full-Time	0.25
Bureau Chief	Full-Time	1.00
Deputy Director, Public Works ¹³	Full-Time	0.25
Director, Public Works ¹⁴	Full-Time	0.05
Public Works Project Specialist ¹⁵	Full-Time	0.05
		<hr/>
		1.60

Solid Waste, Northern Landfill

Foreman	Full-Time	2.00
Heavy Equipment Operator	Full-Time	1.00
Landfill Equipment Operator	Full-Time	5.00
Maintenance Technician	Full-Time	1.00
Office Associate	Full-Time	1.00
Solid Waste Manager	Full-Time	1.00
		<hr/>
		11.00

Solid Waste, Recycling Operations

Recycling Manager	Full-Time	1.00
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		1.00

Solid Waste Accounting Administration

Accountant ¹⁷	Full-Time	0.50
Accounting Supervisor ¹⁸	Full-Time	0.50
Weighmaster	Full-Time	4.75
		<hr/>
		5.75

Transit Administration

Deputy Director, Public Works ¹³	Full-Time	0.50
Transportation Grants Coordinator	Full-Time	1.00
		<hr/>
		1.50

Utilities Administration

Accountant ¹⁷	Full-Time	0.50
Accounting Supervisor ¹⁸	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 ¹³	Full-Time	0.25
Director, Public Works ¹⁴	Full-Time	0.05
GIS Analyst ¹⁶	Full-Time	0.25
Office Associate	Full-Time	1.00
Utilities Operations Manager	Full-Time	1.00
Water and Sewer Engineer	Full-Time	1.00
Public Works Project Specialist	Full-Time	0.05
		<hr/>
		7.60

Utilities, Board of Education Facilities

Apprentice Operator ¹⁹	Full-Time	0.67
WWTP Assistant Superintendent ²⁰	Full-Time	0.67
		<u>1.34</u>

Utilities, Freedom Sewer

Apprentice Operator	Full-Time	2.00
Collection Superintendent	Full-Time	1.00
Collection System Operator	Full-Time	3.00
Distribution Operator ²¹	Full-Time	0.50
Maintenance Mechanic	Full-Time	1.00
		<u>7.50</u>

Utilities, Freedom Water

Distribution Apprentice Operator	Full-Time	2.00
Distribution Operator ²¹	Full-Time	1.50
Distribution Superintendent	Full-Time	1.00
Maintenance Mechanic	Full-Time	1.00
Water Treatment Plant Operator	Full-Time	1.00
Plant Apprentice Operator	Full-Time	5.00
Plant Assistant Superintendent	Full-Time	2.00
Plant Superintendent	Full-Time	1.00
Intern	Contractual	0.15
		<u>14.65</u>

Utilities, Hampstead Sewer

Apprentice Operator	Full-Time	1.00
Maintenance Mechanic	Full-Time	2.00
Treatment Plan Supervisor	Full-Time	1.00
Intern	Contractual	0.15
		<u>4.15</u>

Utilities, Other Water/Sewer

Apprentice Operator ¹⁹	Full-Time	0.33
WWTP Assistant Superintendent ²⁰	Full-Time	0.33
		<u>0.66</u>

Public Works Total**305.55****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
Park Development Manager	Full-Time	1.00
		<u>4.00</u>

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
		<u>10.23</u>

Piney Run

Canoe/Kayak Assistant	Contractual	0.27
Canoe/Kayak Instructor	Contractual	0.27
Junior Camp Counselor	Contractual	0.94
Maintenance Specialist	Full-Time	2.00
Nature Camp Director	Contractual	0.31
Park Assistant	Contractual	7.43
Park Maintenance Supervisor	Full-Time	1.00
Park Naturalist	Full-Time	1.00
Park Superintendent	Full-Time	1.00
Park Technician	Full-Time	1.00
Senior Camp Counselor	Contractual	0.54
Service/Maintenance	Contractual	2.24
		<hr/>
		18.00

Recreation

Administrative Assistant ²²	Full-Time	0.50
Administrative Support	Contractual	2.62
Bureau Chief	Full-Time	1.00
Office Associate	Full-Time	1.00
Paraprofessional	Contractual	0.38
Recreation Coordinator	Full-Time	3.00
		<hr/>
		8.50

Sports Complex

Maintenance Specialist	Full-Time	1.00
Manager	Full-Time	1.00
Service/Maintenance	Contractual	0.70
		<hr/>
		2.70

Firearms Facility

Range Officer	Full-Time	1.00
Service/Maintenance	Contractual	2.00
		<hr/>
		3.00

Recreation - Grants

Administrative Assistant ²²	Full-Time	0.50
		<hr/>
		0.50

Total Recreation and Parks**46.93****Technology Services****Technology Services**

Administrative Assistant	Full-Time	1.00
Applications and Program Manager	Full-Time	1.00
Bureau Chief	Full-Time	1.00
Client Services Analyst	Full-Time	5.00
Computer Operations Technician	Full-Time	1.00
Computer Operator	Full-Time	1.00
Director	Full-Time	1.00
Enterprise GIS Database Manager	Full-Time	1.00
Enterprise GIS Analyst	Full-Time	1.00
Graphic Designer/Media Specialist	Full-Time	1.00
Help Desk Specialist	Full-Time	1.00
Information Tech. Services Specialist	Full-Time	1.00
Network Analyst	Full-Time	2.00
Network Security Manager	Full-Time	1.00
Network Server Engineer	Full-Time	1.00
Network Systems Engineer	Full-Time	1.00
Network Technician	Full-Time	1.00
Programmer	Full-Time	1.00
Programmer Analyst	Full-Time	1.00
Repair Technician	Full-Time	1.00
Senior Enterprise GIS Analyst	Full-Time	1.00
Senior Programmer Analyst	Full-Time	3.00
Special Projects Engineer	Full-Time	1.00
Systems and Client Service Manager	Full-Time	1.00

Intern	Contractual	0.17
		<u>31.17</u>
Production and Distribution Services		
Distribution Technician	Full-Time	2.00
PDS Supervisor	Full-Time	1.00
		<u>3.00</u>
Technology Services Total		34.17
Total Commissioner Employees		667.80

- ¹ Salary and benefits for one Juvenile Magistrate are reimbursed by the State. Two Juvenile Magistrates are paid directly by the State and are not in the FTE numbers.
- ² 75% of a Records Unit Technician is grant funded and 25% is County funded.
- ³ 40% of the Bureau Chief of Housing is grant funded and 60% is County funded.
- ⁴ 50% of the Housing Inspector is grant funded and 50% is County funded.
- ⁵ 60% of the Office Associate is grant funded and 40% is County funded.
- ⁶ 6% of the Community Services Supervisor is grant funded and 94% is County funded.
- ⁷ 56% of the Fiscal Supervisor is grant funded and 44% is County funded.
- ⁸ 90% of the Business Consultant is grant funded and 10% is County funded.
- ⁹ 60% of the Administrative Assistant is County funded and 40% is paid through the Watershed Protection and Restoration Fund.
- ¹⁰ 60% of the Director of Land and Resource Management is County funded and 40% is paid through the Watershed Protection and Restoration Fund.
- ¹¹ 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.
- ¹² 50% of the Administrative Assistant is County funded, 25% is charged to Solid Waste Enterprise Fund, and 25% to the Airport Enterprise Fund.
- ¹³ Three Public Works Deputy Directors are 75% County funded. A Deputy Director is charged 25% to Solid Waste Enterprise Fund, 25% of a second Deputy Director is charged to the Utilities Enterprise Fund and 25% of a third Deputy Director to the Airport Enterprise Fund.
- ¹⁴ 85% of the Director of Public Works is County funded, 5% charged to Solid Waste Enterprise Fund, 5% to Utilities Enterprise Fund, and 5% to the Airport Enterprise Fund.
- ¹⁵ 85% of the Public Works Project Specialist is County funded, 5% charged to Solid Waste Enterprise Fund, 5% to Utilities Enterprise Fund, and 5% to the Airport Enterprise Fund.
- ¹⁶ 75% of the GIS Analyst is County funded and 25% is charged to Utilities Enterprise Fund.
- ¹⁷ 50% of the Accountant is charged to Solid Waste Enterprise Fund and 50% to Utilities Enterprise Fund. The Comptroller oversees the accounting function.
- ¹⁸ 50% of the Accounting Supervisor is charged to Solid Waste Enterprise Fund and 50% to Utilities Enterprise Fund. The Comptroller oversees the accounting function.
- ¹⁹ 67% of the Apprentice Operator is charged to Board of Education Facilities and 33% to Other Water/Sewer.
- ²⁰ 67% of the Assistant Superintendent is charged to Board of Education Facilities and 33% to Other Water/Sewer.
- ²¹ 50% of a Distribution Operator is charged to Freedom Water and 50% is charged to Freedom Sewer.
- ²² 50% of the Administrative Assistant is grant funded and 50% is County funded.
- ²³ 24% of 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 upon real and personal property, minus certain exemptions, by the State Department of Assessments and Taxation for the purposes of levying property taxes. The Board of County Commissioners determines the tax rate to be applied against the tax base to generate tax revenues to support the annual budget. Tax-exempt property is excluded from the assessable base.

ASSESSED VALUATION The valuation established for individual real estate or other property by the State for purposes of taxation.

AUTHORIZED POSITION An employee position approved by the Board of County Commissioners.

BALANCED BUDGET A budget in which total expenditures equal total revenues. By State Law, the County's budget must be balanced.

BOND An investment grade interest-bearing certificate of indebtedness sold by the County or another governmental agency to generate funds. The bond guarantees payment of the original investment plus interest by a specified date or dates in the future. Bonds typically involve long-term indebtedness to pay for capital projects.

BOND RATING Evaluation of the credit quality of bonds usually made by independent rating services. Ratings generally measure the probability of the timely repayment of principal and interest on municipal bonds. Before a bond issuance, rating agencies may require information on demographics, debt burden, economic base, finances and management structure. The information is evaluated and the bond issue is assigned a letter rating which reflects the credit worthiness of the bonds. The higher the credit rating, the more favorable the effect on the marketability of the bond.

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. The Bureau of Accounting is a bureau within the Department of the Comptroller.

CAPITAL BUDGET The budget that funds major construction and improvement projects, such as schools, bridges, and roads.

DEBT SERVICE The annual payment of principal and interest on the County's bonded debt.

DEPARTMENT A County agency consisting of one or more bureaus or offices. Examples are the Department of Public Works and the Department of Management and Budget.

EMPLOYEE TURNOVER A term that refers to workers 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 their own revenues from fees, charges, and other receipts. Carroll County presently has six enterprise funds: Water/Sewer, Solid Waste and Recycling, Fiber Network, Firearms Facility, and to operate the Septage facility and the Airport.

EXPENDITURE The cost of goods delivered or services rendered.

FISCAL YEAR A twelve-month period of time to which the annual operating and capital budgets apply. Carroll County's fiscal year commences July 1 and ends the following June 30th.

FRINGE BENEFITS Contributions made by the County government to meet its commitments or obligations for Social Security, and the various retirement, medical and insurance plans for employees.

FULL TIME EQUIVALENT POSITION (FTE) A position converted to the decimal equivalent based on 37.5 – 40 hours per week. Positions in the Circuit Court are considered full time at 35 hours per week. For example, a part-time employee working 20 hours per week would be equivalent to .5 of a full-time position and a person working 40 hours a week would be equivalent to 1.0 full-time position.

FUND A separate budget/accounting grouping with its own revenues and appropriations. The general fund, for example, covers most of the daily operations of the County agencies and is funded by a variety of taxes and other revenues.

FUND BALANCES These accounts serve as the function of the owner's equity account in for-profit entities. Available balances in these accounts are the cumulative result of actual revenues exceeding expenditures over time. Bond rating agencies use Fund Balance levels as a means of evaluating a government's ability to cover unanticipated shortfalls in revenue projections or emergency expenditures that arise during the year.

GAAP Generally Accepted Accounting Principles. A common set of accounting conventions, standards and procedures followed when preparing financial statements.

GASB 54 Governmental Accounting Standards Board Statement 54. Fund Balance Reporting and Governmental Fund Type Definitions establishes five categories for governmental funds reporting: non-spendable fund balance, restricted fund balance, committed fund balance, assigned fund balance and unassigned fund balance.

GENERAL GOVERNMENT The function of government comprised of the central administrative offices such as: Comptroller, Economic Development, Human Resources, Budget, and County Commissioners.

GENERAL OBLIGATION BONDS Common type of municipal bond that is secured by a state or local government's pledge to use legally available resources, including tax revenues, to repay bond holders.

GOALS A broad statement of purpose. A goal represents a framework of outcomes to be achieved on behalf of the customers and reflects realistic constraints upon the unit providing the service.

GOVERNMENTAL PARTNERS These are agencies, such as Sheriff Services and State's Attorney, that are funded by the County, but not under the direct control of the Board of County Commissioners. Many of these agencies also receive State and other sources of funding.

GRANT A contribution of assets (usually cash) from one governmental unit (typically the State or Federal government) or other organization to another. The contribution is usually provided in support of a particular public function, project or program.

HOMESTEAD TAX CREDIT This credit, set by the Commissioners, caps the amount taxes can increase on a primary residence at 5 percent per year. The credit equals the County's tax rate multiplied by the amount by which the current year's assessment on residential property exceeds 5 percent of the previous year's taxable assessment.

IMPACT FEES One-time charges assessed against new development that attempt to recover from the developer the capital cost of the additional public facilities 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, such as Carroll Community College, Carroll County Public Library, Health Departments, the Board of Education and the Carroll County Volunteer Emergency Services Association, or are State agencies or legally independent boards and not directly responsible to the Board of County Commissioners.

INHERITANCE TAX A tax imposed on those who inherit assets from a deceased person. The tax rate for inheritance taxes depends on the value of the property received by the heir or beneficiary and their relationship to the decedent.

INVESTMENT Securities purchased and held for the production of income in the form of interest and dividends. An investment instrument is the specific type of security that a government purchases and holds.

LEACHATE A liquid produced when rain water and other moisture travels through 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 generally refers to the state law that County governments 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 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 Within a project's budget these are the costs associated with the payment of County personnel. Included are labor costs for salaries and wages, hourly, part-time, overtime, and seasonal employee expenses. It also includes payroll taxes, pension, 401K, and Other Post Employment Benefits (OPEB).

BENEFITS Within a project's budget these are the costs for payroll taxes, pension, 401K, and Other Post Employment Benefits (OPEB).

OPERATING Within a project's budget these are the non-labor, non-capital related costs associated with the day-to-day operations of County agencies. Included are expenses such as travel-business conferences, contractual services, rents and utilities, and supplies and materials.

CAPITAL OUTLAY Within a project's budget these are the expenses associated with the purchase of an asset. An asset is defined as any tangible material that is non-expendable.

PROPERTY TAX Tax on the value of real and personal property is levied almost exclusively by local governments. In Maryland, the State Department of Assessments and Taxation is responsible for the valuation and assessment of all property in the State. The local government is responsible for setting the tax rate to be applied to the property assessments to generate revenues in support of the local budget.

RECORDATION A fee calculated on the value of recorded mortgages, deeds and other documents conveying title or creating liens on real and personal property.

RESERVE FOR CONTINGENCIES Funds budgeted to provide for unforeseen expenses or emergencies that arise during the fiscal year.

RESOLUTION Formal statement presented to Commissioners for decision.

REVENUE IN EXCESS OF EXPENDITURES Net earnings retained by the enterprise fund to be reinvested in its core business or to pay debt.

REVENUES Monies received by the County to 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.

TRUST FUND A special fund, administered by the County as trustee, consisting of resources to be expended or invested under the terms and conditions of the trust.

UNAPPROPRIATED RESERVE Revenue in excess of budget and unspent appropriated dollars.

Acronyms

ACRONYMS

AARP	American Association of Retired Persons
ADA	American with Disabilities Act
ATR	Advanced Tactical Rescue
BERC	Business Employment Resource Center
BGE	Baltimore Gas and Electric
BMC	Baltimore Metropolitan Council
BOE	Board of Education
BOU	Bureau of Utilities
BRCPC	Baltimore Regional Cooperative Purchasing Committee
BSR	Bridge Sufficiency Rating
BWI	Baltimore Washington International Airport
CAA	Community Action Agency
CAD	Computer-Aided Design
CAFR	Comprehensive Annual Financial Report
CALEA	Commission on Accreditation for Law Enforcement Agencies, Inc.
CC	Carroll County
CCAC	Carroll County Arts Council
CCAIC	Carroll County Advocacy and Investigation Center
CCPL	Carroll County Public Library
CCPN	Carroll County Public Network
CCPS	Carroll County Public Schools
CCSCD	Carroll County Soil Conservation District
CCYSB	Carroll County Youth Services Bureau
CDBG	Community Development Block Grant
CIGNA	Connecticut General Life Insurance Company
CIP	Community Investment Plan
CISM	Critical Incident Stress Management
CMC	Community Media Center
COA	Council on Accreditation

CRC	Cable Regulatory Commission
CY	Calendar Year
DHMH	Department of Health and Mental Hygiene
DHR	Department of Human Resources
DJS	Department of Juvenile Services
DMB	Department of Management and Budget
DSS	Department of Social Services
DVP	Domestic Violence Program
ED	Economic Development
EMS	Emergency Medical Services
ENR	Enhanced Nutrient Removal
EOC	Emergency Operations Center
EPA	Environmental Protection Agency
EVOD	Emergency Vehicle Operator Driver
FBO	Fixed Base Operator (Airport)
FCS	Family and Children's Services
FCS, Inc.	Flying Colors of Success
FPM	Forest Pest Management
FTE	Full-Time Equivalent
FY	Fiscal Year
GAAP	General Accepted Accounting Principles
GASB	Governmental Accounting Standards Board
GED	General Educational Development
GFOA	Government Finance Officers Association
GIS	Geographic Information Systems
GO	General Obligation
HAZ-MAT	Hazardous Materials
HMO	Health Maintenance Organization
HPC	Historic Preservation Commission
HPP	Homeless Prevention Program
HSCC	Historical Society of Carroll County

HSP	Human Services Programs
HUD	U.S. Department of Housing and Urban Development
HVAC	Heating, Ventilation, and Air Conditioning
IPA	Installment Purchase Agreements
IRS	Internal Revenue Service
ISF	Internal Service Fund
IT	Information Technology
LAP	Lethality Assessment Program
LEED	Leadership in Energy and Environmental Design
LMB	Local Management Board
LOSAP	Length of Service Award Program
M	Million
MACS	Maryland Agricultural Cost Share Program
MALPF	Maryland Agricultural Land Preservation Foundation
MAP	Maryland Access Point
MASCD	Maryland Association of Soil Conservation Districts
MD	Maryland
MDA	Maryland Department of Agriculture
MES	Maryland Environmental Services
MOE	Maintenance of Effort
MOU	Memorandum of Understanding
MPPA	Maryland Public Purchasing Association
MRIS	Metropolitan Regional Information Systems
MSA	Metropolitan Statistical Area
NIGP	National Institute of Governmental Purchasing
NPDES	National Pollutant Discharge Elimination System
OPEB	Other Post Employment Benefits
PAP	Patient Assistance Programs
PCI	Patient Condition Index
PCI	Pavement Condition Index
PDS	Production and Distribution Services

PEG	Public, Education, and Government
PILOT	Payment in Lieu of Taxes
POS	Program Open Space
PT	Part-Time
RAP	Rental Allowance Program
RCIS	Rape Crisis Intervention Service of Carroll County
SAO	State's Attorney's Office
SATC	Sexual Abuse Treatment Center
SDAT	State Department of Assessments and Taxation
SSA	Social Services Administration
SSTAP	Statewide Special Transportation Assistance Program
TFCBT	Trauma Focused Cognitive Behavior Therapy
TFMC	Training Facility Management Committee
UME	University of Maryland Extension
UPWP	Unified Planning Work Program
VAWA	Violence Against Women Act
VCSP	Volunteer Community Service Program
VESA	Volunteer Emergency Services Association
WIOA	Workforce Innovation and Opportunity Act
WWTP	Waste Water Treatment Plant

Index

Index

Access Carroll.....	188
Accounting.....	237
Acronyms Title Page.....	447
Acronyms.....	449
Administrative Hearings.....	286
Ag Land Preservation Debt Service.....	305
Aging and Disabilities – Grants.....	383
Aging and Disabilities.....	183
Airport Community Investment Plan for FY 19 – FY 24.....	339
Airport Enterprise Fund Summary.....	337
Airport Enterprise Fund Title Page.....	335
Airport Operations.....	338
All Funds Revenue Summary.....	70
All Funds Sources – By Category.....	67
All Funds Uses – By Category.....	68
All Funds Uses – By Fund.....	69
Animal Control.....	152
Assessable Base.....	95
Attractions.....	19
Audio Video Production.....	287
Authorized Position History By Fund.....	420
Authorized Position List.....	424
Authorized Positions.....	423
Board of County Commissioners.....	3
Board of County Commissioners Title Page.....	1
Board of Education Facilities.....	372
Board of Elections.....	288
Board of License Commissioners.....	289
Bond Issuance Expense.....	238
Bridges Summary.....	328
Budget Message Title Page.....	7
Budget.....	273
Building Construction.....	161
Bureau of Utilities Administration.....	371
Business and Employment Resource Center – Grants.....	385
Business and Employment Resource Center.....	251
Cable Regulatory Commission.....	116
Capital Fund Revenues Chart.....	317
Capital Fund Revenues Pie Chart.....	318
Capital Fund Title Page.....	309
Capital Funds Appropriations Chart.....	321
Capital Funds Appropriations Pie Chart.....	322
Carroll Community College – Adult Education.....	118
Carroll Community College – Entrepreneurship Program.....	119
Carroll Community College – Grant.....	386
Carroll Community College.....	117
Carroll County Advocacy and Investigation Center.....	142

Carroll County Budget Process.....	24
Carroll County Government Organizational Chart.....	26
Carroll County Public Library	120
Carroll County Public Schools Debt Service.....	111
Carroll County Public Schools Summary	109
Carroll County Public Schools.....	110
Carroll County Seal.....	18
Certified Law Officers Pension Trust Fund.....	405
CHANGE, Inc.	190
Circuit Court – Grants.....	387
Circuit Court Magistrates.....	131
Circuit Court	130
Citizen Services – Non-Profits Summary	187
Citizen Services – Non-Profits Title Page	185
Citizen Services – State Summary	201
Citizen Services – State Title Page	199
Citizen Services Administration	182
Citizen Services Appropriations Title Page.....	175
Citizen Services Other – Grant	388
Citizen Services Overall Summary.....	177
Citizen Services Summary	181
Citizen Services Title Page	179
Closed Landfills	360
Collections Office	239
Community Investment Plan for Fiscal Year 2019.....	324
Community Media Center.....	121
Comprehensive Planning – Grant	389
Comprehensive Planning Summary.....	231
Comprehensive Planning Title Page.....	229
Comprehensive Planning	232
Comptroller Administration.....	236
Comptroller Summary	235
Comptroller Title Page.....	233
Computation of Projected Legal Debt Margin.....	59
Conservation and Natural Resources Appropriations Title Page	293
Conservation and Natural Resources Summary	295
Conservation and Open Space Summary.....	326
County Attorney Summary	245
County Attorney Title Page	243
County Attorney.....	246
County Commissioners.....	290
Courts Summary	129
Courts Title Page.....	127
Culture Summary	219
Culture Title Page	217
Debt Issued and Outstanding	57
Debt Management Title Page.....	51
Debt Management.....	53
Debt Service.....	304
Debt, Transfers, and Reserves Appropriations Title Page.....	301

Debt, Transfers, and Reserves Summary	303
Description and Structure of Funds	33
Detention Center	143
Development Review.....	265
Economic Development Administration.....	250
Economic Development Infrastructure and Investment	252
Economic Development Summary	249
Economic Development Title Page	247
Economic Factors.....	48
Education Other Appropriations Title Page.....	113
Education Other Summary.....	115
EMS 24/7 Services.....	153
Engineering Administration.....	162
Engineering Construction Inspection.....	163
Engineering Design.....	164
Engineering Survey.....	165
Enterprise Funds Title Page	333
Explanation of Fund Balance.....	63
Extension Office of Carroll County	296
Facilities.....	166
Family and Children’s Services	191
Farm Museum Endowment – Grant.....	390
Farm Museum	253
Fiber Network Community Investment Plan for FY 19 – FY 24	345
Fiber Network Enterprise Fund Summary	343
Fiber Network Enterprise Fund Title Page	341
Fiber Network Operations.....	344
Financial and Demographic Data.....	43
Financial, Demographics and Economic Information and Policies Title Page	31
Firearms Enterprise Fund Summary	349
Firearms Enterprise Fund Title Page	347
Firearms Operations.....	350
Fiscal Year 2019 Proposed Budget Summary	9
Fleet Management.....	167
Flying Colors of Success	192
Freedom Sewer	373
Freedom Water.....	374
Fringe Benefit Internal Service Fund.....	411
Fund Balance Title Page	61
FY 16 – FY 19 Capital Fund Appropriations	319
FY 16 – FY 19 Capital Fund Appropriations	320
FY 16 – FY 19 Capital Fund Revenues	316
FY 19 Program Summary by Function.....	382
General Fund Appropriations Title Page	83
General Fund Operating Revenues	96
General Fund Revenue Analysis.....	87
General Fund Sources – By Category.....	85
General Fund Uses – By Category.....	86
General Government Appropriations Title Page	223
General Government Other Summary	285

General Government Other Title Page	283
General Government Overall Summary	225
General Government Summary	330
General Information Title Page	13
Geography/Demographics of Carroll County Map.....	15
Glossary of Terms.....	441
Glossary Title Page.....	439
Grand Total Uses and Sources.....	331
Grant Fund Summary.....	381
Grant Fund Title Page.....	379
Grants Management.....	274
Gypsy Moth	297
Hampstead Sewer.....	375
Hashawha.....	213
Health and Fringe Benefits	259
Health Department.....	202
Historical Society of Carroll County	220
History.....	16
Housing and Community Development – Grants.....	391
How Carroll County Government Operates	23
Human Resources Administration	258
Human Resources Summary.....	257
Human Resources Title Page	255
Human Services Programs.....	193
Independent Post Audit.....	240
Index Title Page	453
Index	455
Inter Fund Transfers.....	307
Intergovernmental Transfers.....	306
Internal Service Funds Title Page.....	409
Land and Resource Management Administration.....	264
Land and Resource Management Summary	263
Land and Resource Management Title Page	261
Length of Service Award Program (LOSAP).....	406
Length of Service Award Program	154
Local Management Board – Grants	392
Long-Term Financial Policies	37
Management and Budget Administration	272
Management and Budget Summary.....	271
Management and Budget Title Page.....	269
Mosaic Community Services, Inc.....	194
Northern Landfill	361
Not in Carroll	291
OPEB, Pension Trust, and Special Revenue Funds Title Page.....	401
Operating Budget Revenues Pie Chart	100
Operating Plan Title Page.....	101
Orphan’s Court.....	132
Other Planning Processes Links.....	27
Other Post Employment Benefits Trust Fund.....	403
Other Water/Sewer.....	376

Pension Trust Fund	404
Permits and Inspections	168
Personnel Services	260
Piney Run.....	214
Position Summary Title Page.....	417
Position Summary	419
Production and Distribution Services	281
Proposed Operating Plan FY 19 – FY 24	104
Public Safety – Grants	393
Public Safety 911 Summary.....	137
Public Safety 911 Title Page.....	135
Public Safety 911	138
Public Safety and Corrections Appropriations Title Page	123
Public Safety and Corrections Other Summary	151
Public Safety and Corrections Other Title Page	149
Public Safety and Corrections Summary	125
Public Schools Appropriations Title Page	107
Public Schools Summary	325
Public Works Administration	160
Public Works Appropriations Title Page	157
Public Works Summary	159
Purchasing.....	241
Quick Guide to the FY 18 – FY 23 Community Investment Plan.....	311
Quick Guide to the FY 19 Budget Title Page	75
Quick Guide to the FY 19 Budget	77
Rape Crisis Intervention Service	195
Reading a Typical Budget Page.....	29
Recovery Support Services	184
Recreation – Grants.....	394
Recreation and Culture Appropriations Title Page.....	205
Recreation and Culture Overall Summary	207
Recreation and Parks Administration	212
Recreation and Parks Summary	211
Recreation and Parks Summary	329
Recreation and Parks Title Page	209
Recreation	215
Recycling Operations.....	362
Reserve for Contingencies	308
Resource Management.....	266
Risk Management Auto Damage Internal Service Fund	412
Risk Management Insurance Deductible Internal Service Fund.....	413
Risk Management Liability Internal Service Fund.....	414
Risk Management Workers Compensation Internal Service Fund.....	415
Risk Management	275
Roads Operations	169
Roads Summary	327
Schedule of Debt Service Requirements on Direct County Debt.....	56
Schedule of Enterprise Funds Reappropriations.....	378
Schedule of Reappropriations	323
Septage Enterprise Fund Summary.....	353

Septage Enterprise Fund Title Page.....	351
Septage Facility.....	354
Sheriff’s Office – Grants.....	395
Sheriff’s Office Summary.....	141
Sheriff’s Office Title Page.....	139
Sheriff’s Office.....	144
Six-Year Operating Revenue Forecast.....	103
Social Services.....	203
Soil Conservation District.....	298
Solid Waste Accounting Administration.....	363
Solid Waste Community Investment Plan for FY 19 – FY 24.....	365
Solid Waste Enterprise Fund Summary.....	357
Solid Waste Fund Title Page.....	355
Solid Waste Management.....	359
Solid Waste Operating Summary by Function.....	358
Solid Waste Transfer Station.....	364
Special Revenue Fund.....	407
Sports Complex.....	216
State’s Attorney Summary.....	147
State’s Attorney Title Page.....	145
State’s Attorney’s Office – Grants.....	397
State’s Attorney’s Office.....	148
Storm Emergencies.....	170
Target Community and Educational Services, Inc.	196
Technology Services Summary.....	279
Technology Services Title Page.....	277
Technology Services.....	280
The Arc Carroll County.....	189
Today.....	17
Total Budget Summary Title Page.....	65
Tourism – Grants.....	398
Tourism.....	254
Traffic Control.....	171
Transit – Grants.....	399
Transit Administration.....	172
Union Mills Homestead.....	221
Utilities Community Investment Plan for FY 19 – FY 24.....	377
Utilities Enterprise Fund Summary.....	369
Utilities Enterprise Fund Title Page.....	367
Utilities Operating Summary by Function.....	370
Veterans Transit Services.....	173
Volunteer Community Service Program.....	133
Volunteer Emergency Services Association.....	155
Volunteer Recruitment and Retention.....	156
Watershed Protection and Restoration Fund.....	408
Weed Control.....	299
Youth Services Bureau.....	197
Zoning Administration.....	267