

# Carroll County Maryland



Department of Management & Budget

## PROPOSED BUDGET

Operating Budget Fiscal Year 2017  
Operating Plan Fiscal Years 2017-2022  
And  
Capital Budget Fiscal Years 2017-2022

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



**PRODUCED BY**

The Department of Management and Budget

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Special thanks to the staff in Production and Distribution

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*Board of County Commissioners*

*Board of County Commissioners*



*Stephen A. Wantz  
President  
District 1*



*C. Richard Weaver  
Vice President  
District 2*



*Dennis E. Frazier  
Secretary  
District 3*



*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*

*Jeff R. Degitz  
Director of Recreation and Parks*

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

*Kimberly L. Frock  
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*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*

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

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

### ***Board Presents Ten Governing Principles:***

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

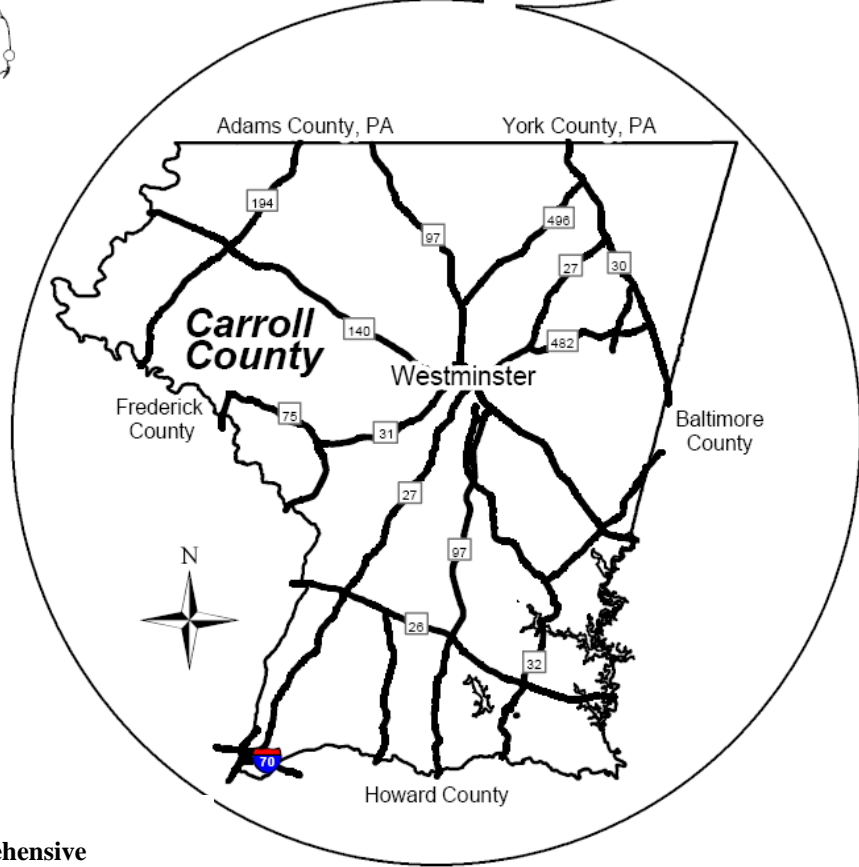
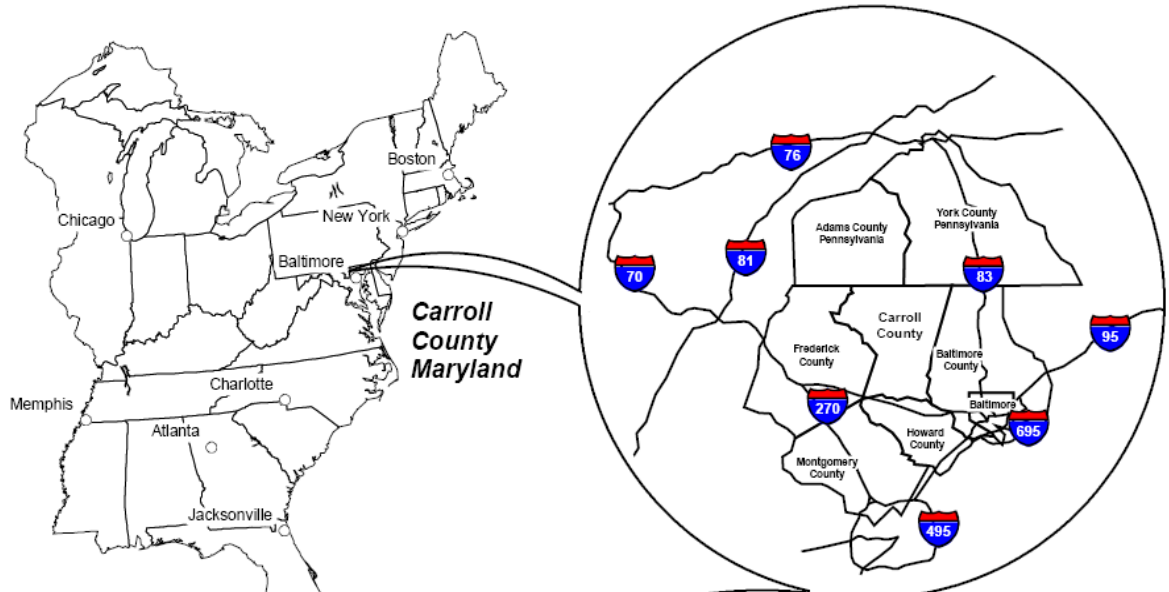
1. **Smaller, Constitutional Government:** As a matter of principle, this Board of County Commissioners believes our citizens want smaller, less intrusive government; will restructure it accordingly; and encourage private sector solutions and/or partnerships to fulfill community needs whenever possible.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

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

## *General Information*



# Geography/Demographics of Carroll County, Maryland



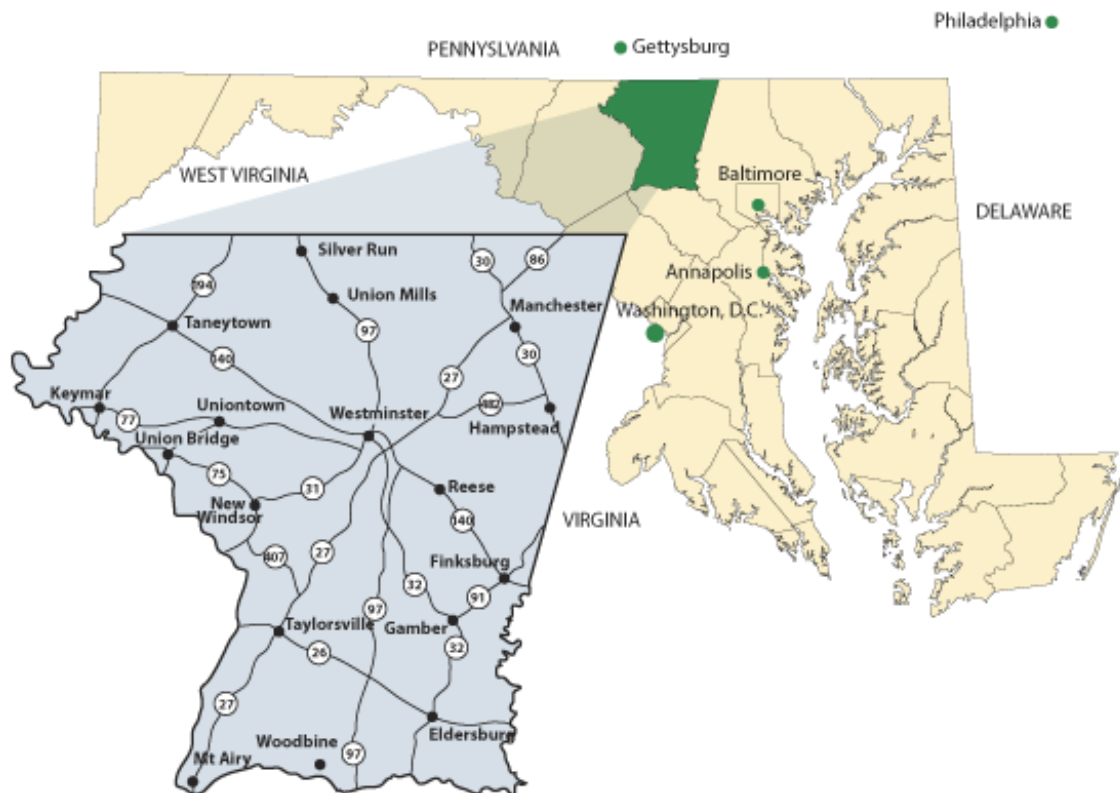
As of March 2016

<b>Population:</b>	<b>172,496</b>
<b>Households:</b>	<b>62,322</b>
<b>Square Miles:</b>	<b>452</b>
<b>Persons Per Sq. Mile</b>	<b>382</b>

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

## History

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



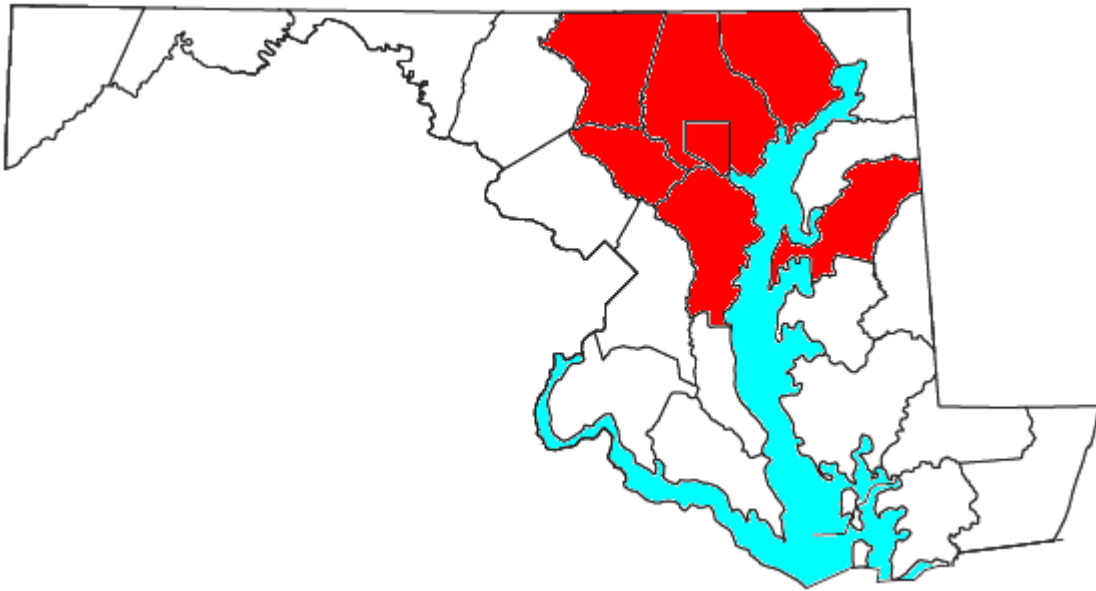
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## **Today**

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

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



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## The Carroll County Seal

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



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## Attractions

### **Carroll County Farm Museum**

The Carroll County Farm Museum presents rural life as it was in the 19th century. In addition to the main house, built in 1852, the 140-acre museum includes barns, a smokehouse, springhouse, blacksmith shop, craftsmen's workshops, and exhibit areas that contain an abundance of early farm memorabilia. Farm animals add to the authenticity of the setting. Rental facilities are available for meetings, company picnics, family reunions, weddings, and receptions. For more information on the Farm Museum, refer to:



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

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

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



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

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## Strawbridge Shrine

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

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



## Sykesville Colored Schoolhouse

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



[http://sykesville.exploremd.us/tourism/attractions/sykesville\\_colored\\_schoolhouse/](http://sykesville.exploremd.us/tourism/attractions/sykesville_colored_schoolhouse/)

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## **Sykesville Gate House Museum**

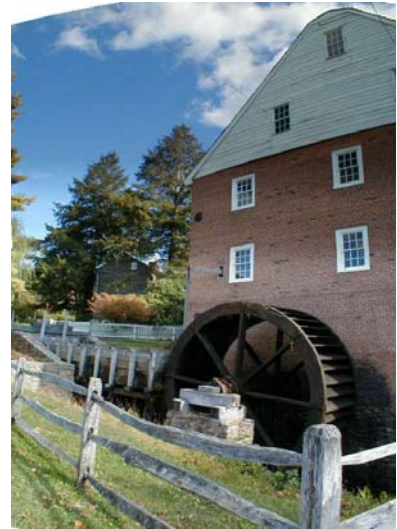
The Sykesville Gate House Museum strives to interpret the abundant history of the Town of Sykesville and its surrounding communities through its collections, exhibits, and special events. Historic home and architectural enthusiasts may opt to take the guided tour of the building's other purpose – home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



[http://sykesville.exploremd.us/tourism/attractions/sykesville\\_gate\\_house\\_museum/](http://sykesville.exploremd.us/tourism/attractions/sykesville_gate_house_museum/)

## **Union Mills Homestead and Grist Mill**

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



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## **Carroll Arts Center**

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



## **Piney Run Park**

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



## **Hashawha Environmental Center**

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



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# How Carroll County Government Operates

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

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

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

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

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

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

# The Budget Process

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

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

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

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

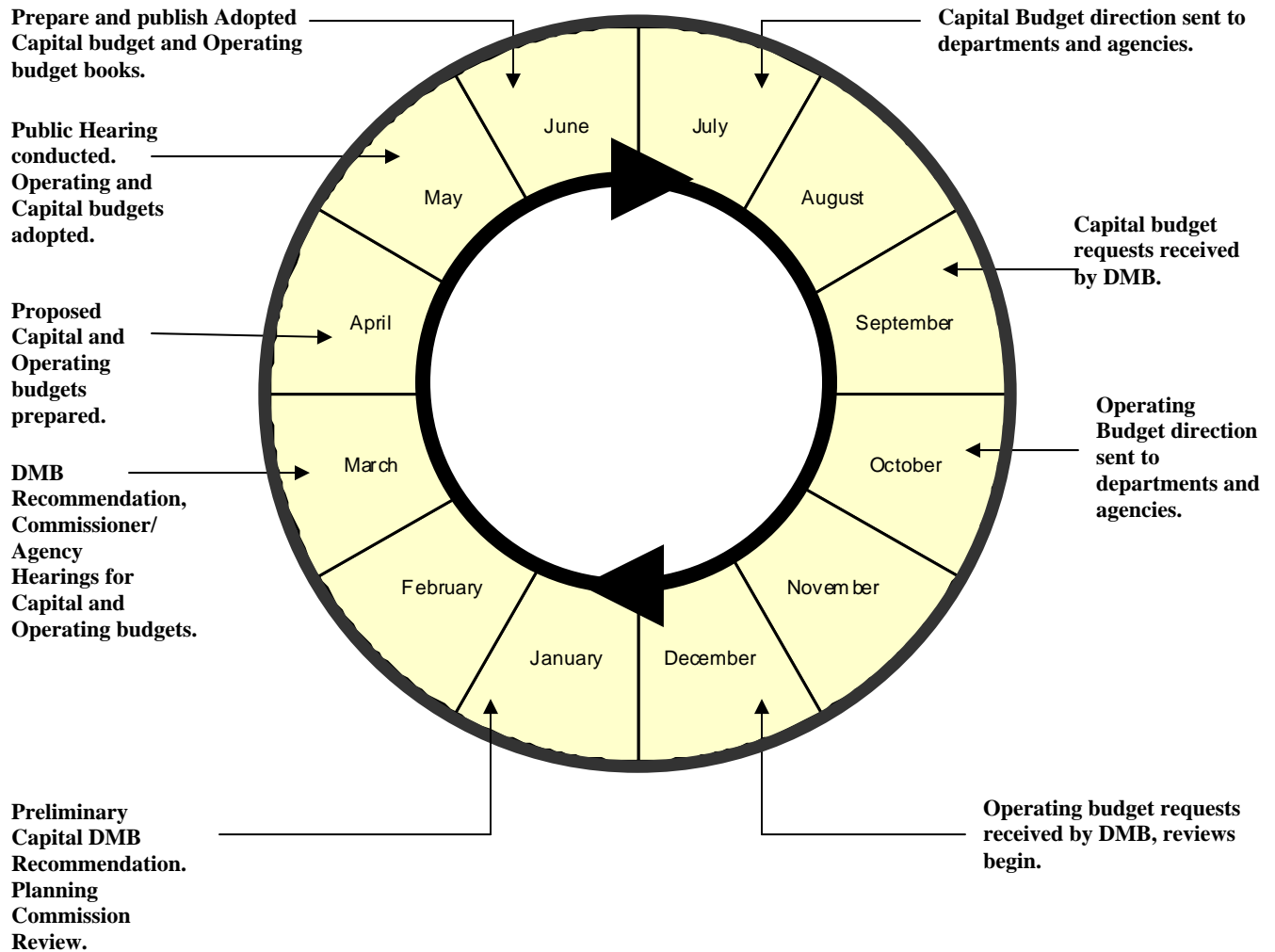
The Department of Management and Budget then prepares the preliminary recommended capital budget for the ensuing fiscal year and the next five fiscal years to present to the Planning and Zoning Commission for review and recommendation. The Commissioners, with the assistance of the Budget office, consider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

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

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

# The Budget Process

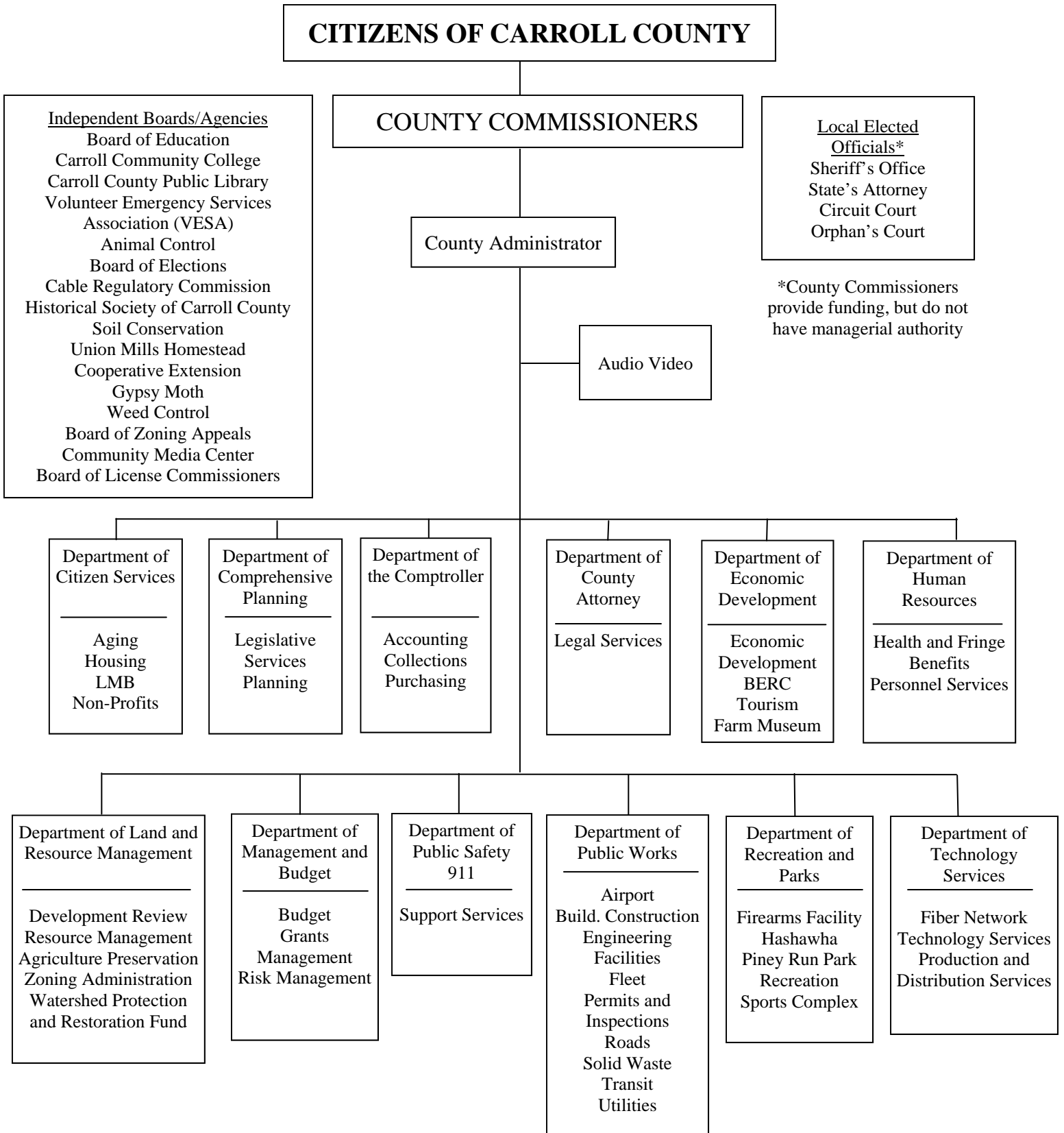
The following diagram illustrates the budget phases which span the fiscal year that begins July 1.



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

# CARROLL COUNTY GOVERNMENT

## Organizational Chart



## **Other Planning Processes Links**

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

The 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 Master Plan 2000

<http://ccgovernment.carr.org/ccg/compplanning/MasterPlan/2000/>

Carroll County Water and Sewer Master (MDE Approved)

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

Water and Sewerage Master Plan – Amendments

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

Water Resource Element (2010)

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

Freedom Community Comprehensive Plan (2001)

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

Hampstead Community Comprehensive Plan (2004)

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

Manchester and Environs Comprehensive Plan (1998)

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

Mount Airy Environs Community Comprehensive Plan (2006)

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

New Windsor Community Comprehensive Plan (2007)

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

Westminster Environs Community Comprehensive Plan (2007)

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

Finksburg Corridor Plan (2013)

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

Taneytown Community Comprehensive Plan (2010)

<http://www.taneytown.org/documents.asp>

Union Bridge Community Comprehensive Plan (2008)

<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 (2013)

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

Emergency Operations Plan (2007)

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

Ten Year Solid Waste Management Plan (2006)

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

# Reading a Typical Budget Page

Previous year actual expenditures

Current Budget adopted by the Board of County Commissioners in May

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

The Board of County Commissioner's budget for next year

**Facilities**

Description	Actual FY 13	Original Budget FY 14	Adjusted Budget FY 14	Budget FY 15	% Change From Orig. FY 14	% Change From Adj. FY 14
Personnel	\$2,087,711	\$2,210,610	\$2,220,060	\$2,286,210	3.42%	2.98%
Benefits	572,670	661,190	661,920	665,380	0.63%	0.52%
Operating	2,550,795	6,206,890	6,206,890	6,474,430	4.31%	4.31%
Capital	89,243	24,210	24,210	37,920	56.63%	56.63%
<b>Total</b>	<b>\$5,300,419</b>	<b>\$9,102,900</b>	<b>\$9,113,080</b>	<b>\$9,463,940</b>	<b>3.97%</b>	<b>3.85%</b>
<b>Employees FTE</b>	<b>51.50</b>	<b>51.50</b>	<b>51.50</b>	<b>51.50</b>	<b>-----</b>	<b>-----</b>

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

**Contact**  
 Thomas J. Rio, Director of Public Works (410) 386-2284  
 Heidi K. Pepin, Senior Budget Analyst (410) 386-2082  
<http://ccgovernments.carr.org/ccg/facility/default.asp>

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

**Goals include:**

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

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

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

- Turf and landscape
- Woodlands and wildlife

**Program Highlights**  
 Recent projects include:

- Replacement of the Learning Resource Center roof at Carroll Community College
- Elevator upgrade at the Detention Center
- Upgrade of the fire alarm systems at various County buildings

**Budget Changes**

- Personnel increases from the FY 14 Original to the Adjusted due to position reclassifications.
- A 3% salary increase is included in FY 15.
- Operating increases primarily for upgrades to the elevators at the Courthouse Annex.
- Capital Outlay increases for the purchase of small equipment, including a portable welder and a motorized floor scrubber.

**Positions**

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

Shows the budget of the department by type of expenditure

Total full-time equivalent positions in the agency/bureau

Significant changes from the prior year budget

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

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

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

*Financial, Demographic and Economic  
Information and Policies*



# **Description and Structure of Funds**

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

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

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

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

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

The **Special Revenue Funds** are used to account for the proceeds of specific revenue sources that are restricted to expenditures for specific purposes. The County uses this fund type to account for various grant revenues, developer Impact Fees, and agricultural transfer tax monies. Beginning in FY 15, a portion of the Property Tax will be dedicated to operating expenses relating to stormwater management and compliance with the County's National Pollutant Discharge Elimination System permit and accounted for in the Watershed Protection and Restoration Fund.

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

Carroll uses the following **Proprietary Funds**:

## **Enterprise Funds:**

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

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

# Long-Term Financial Policies

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

## Balanced Budget

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

## Basis of Budgeting

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

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

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

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

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

### **Monthly Financial Reporting**

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

### **Budget Appropriation Transfers**

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

### **Capital Budget**

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

## Investment Management

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

## **Fund Balance Reserve**

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

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

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

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

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

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

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

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

## **Stabilization Arrangement Policy Resolution**

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

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

The Stabilization Arrangement will be continuing and non-lapsing.

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

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

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

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

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

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

Circumstances where the Stabilization Arrangement can be spent are:

- 1.) Unanticipated General Fund revenues in total will fall more than 1 percent below the original projected revenues, and Actual revenues for two of the following major revenue sources are projected in the current year to fall below the actual amount from the prior year:
  - 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**

	<b>FY 11</b>	<b>FY 12</b>	<b>FY 13</b>	<b>FY 14</b>	<b>FY 15</b>
Budget	\$350.3	\$350.3	\$361.7	\$367.1	\$368.8
Current Year Fund Balance (unassigned)	\$16.8	\$14.8	\$16.2	\$5.3	\$6.7
Prior Year Fund Balance (unassigned)	-	-	-	\$1.6	\$0.71
<b>% of Budget</b>	<b>4.80%</b>	<b>\$4.22%</b>	<b>4.48%</b>	<b>1.88%</b>	<b>2.01%</b>

### **Revenue**

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

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

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

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

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

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

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

Carroll uses the following *Fiduciary Funds*:

***Trust Funds:***

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

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

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

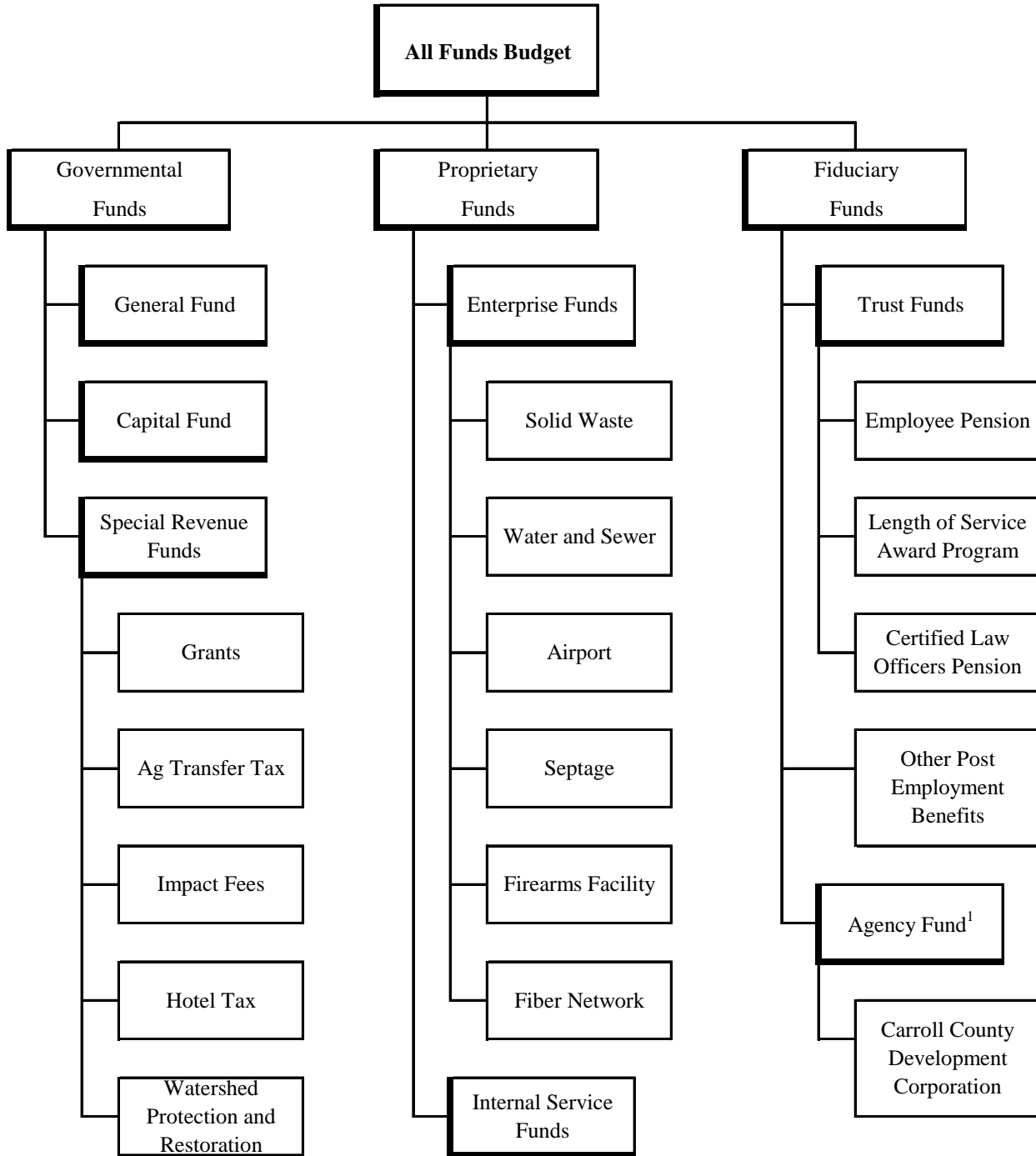
The *Other Post Employment Benefits (OPEB) Fund* was established in FY 07 to accumulate resources for medical benefits for retirees.

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



transactions for Economic Development receivables collected by the County on behalf of a local nonprofit corporation.

## Carroll County Fund Structure

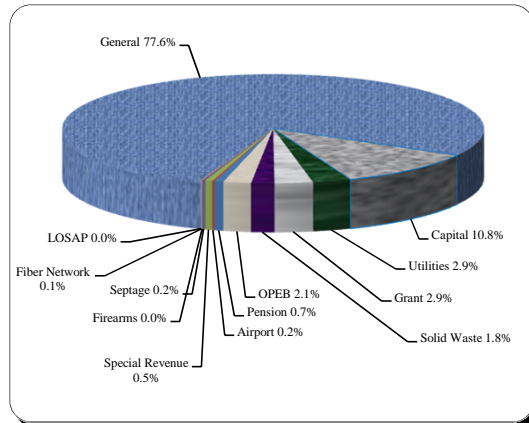


<sup>1</sup>All funds are appropriated except for Agency Fund, which is included in the audited financial statements.

# Financial and Demographic Data

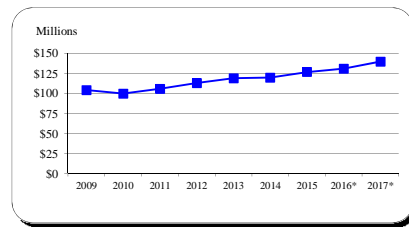
## FY 17 Budget By Fund

Fund Type	FY 17	% of Total
General	\$388,407,000	77.6%
Capital	54,254,624	10.8%
Utilities	14,660,685	2.9%
Grant	14,654,830	2.9%
Solid Waste	8,815,806	1.8%
OPEB	10,578,580	2.1%
Pension	3,434,760	0.7%
Airport	954,220	0.2%
Special Revenue	2,666,620	0.5%
Septage	1,173,300	0.2%
Firearms	155,500	0.0%
Fiber Network	401,000	0.1%
LOSAP	100,000	0.0%
<b>Total</b>	<b>\$500,256,925</b>	



## Income Tax Collected-Operating

Year	Taxes Collected	% Change
2009	104,146,179	-4.3%
2010	99,652,702	-4.3%
2011	105,610,792	6.0%
2012	112,881,085	6.9%
2013	118,759,789	5.2%
2014	119,575,545	0.7%
2015	126,688,154	5.9%
2016*	130,842,350	3.3%
2017*	139,692,655	6.8%

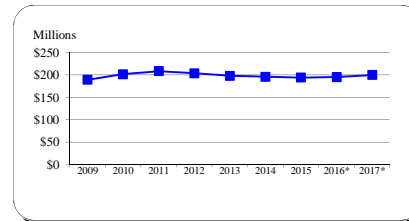


Tax rate is currently 3.03%. The Board of County Commissioners lowered the current rate of 3.04% to 3.03% effective January 1, 2015.

Typically, 9.09% of income tax revenue is directly appropriated to the CIP for school construction. In FY 16, the Commissioners temporarily reduced this amount to 7.09% with 2.0% going to Operating. Source: FY 15 Carroll County CAFR, Schedule 1-1

## Total Local Property Tax Collected

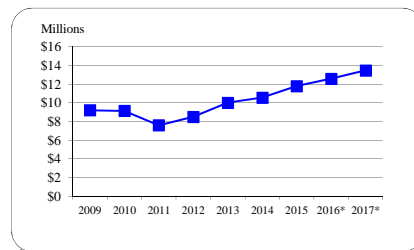
Year	Taxes Collected	% Change
2009	189,079,529	8.4%
2010	201,526,399	6.6%
2011	208,296,512	3.4%
2012	203,601,066	-2.3%
2013	197,727,477	-2.9%
2014	195,528,915	-1.1%
2015	194,029,688	-0.8%
2016*	195,068,480	0.5%
2017*	199,647,417	2.3%



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 15 Carroll County CAFR, Table 4

## Recordation Tax Collected

Year	Base	% Change
2009	9,220,249	-38.3%
2010	9,154,578	-0.7%
2011	7,612,907	-16.8%
2012	8,520,674	11.9%
2013	10,021,395	17.6%
2014	10,576,850	5.5%
2015	11,800,000	11.6%
2016*	12,600,000	6.8%
2017*	13,500,000	7.1%



Beginning in FY 04, tax rate increased from \$3.50 per \$500 to \$5.00 per \$500.

Source: FY 15 Carroll County CAFR, Table 4

\* Indicates estimate or projection

# Financial and Demographic Data

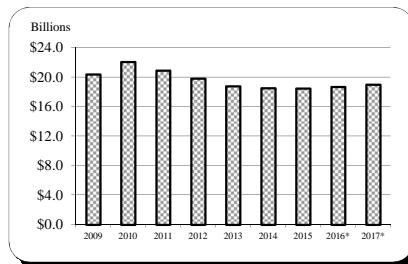
## Assessable Base-Real and Personal Property

Year	Base	% Change
2009	20,421,064,497	14.1%
2010	22,077,626,050	8.1%
2011	20,907,114,686	-5.3%
2012	19,829,611,572	-5.2%
2013	18,808,823,173	-5.1%
2014	18,549,381,425	-1.4%
2015	18,495,548,665	-0.3%
2016*	18,688,384,000	1.0%
2017*	19,016,100,000	1.8%

All years are expressed at 100% of assessed value.

Sources: FY 09-FY 15 Carroll County CAFR, Table 6

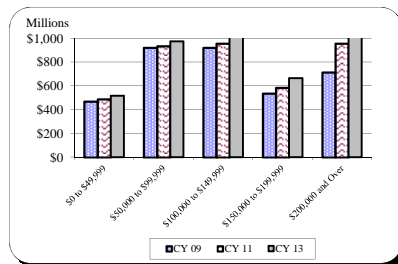
FY 16-FY 17 Maryland State Department of Assessment and Taxation November 2015 Update



## Net Taxable Income

Income Range	CY 09	CY 11	CY 13
\$0 to \$49,999	\$470,459,975	\$488,546,786	\$516,022,413
\$50,000 to \$99,999	921,616,675	936,254,995	973,283,163
\$100,000 to \$149,999	921,882,102	956,334,250	1,015,071,082
\$150,000 to \$199,999	537,136,195	585,765,152	664,060,141
\$200,000 and Over	714,387,650	956,867,597	1,104,418,012

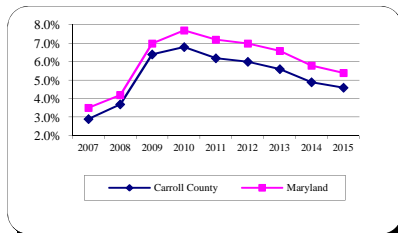
Source: Comptroller of Maryland Income Tax Summary Reports 2009-2013



## Average Annual Unemployment Rates

Year	Carroll County	Maryland
2007	2.9%	3.5%
2008	3.7%	4.2%
2009	6.4%	7.0%
2010	6.8%	7.7%
2011	6.2%	7.2%
2012	6.0%	7.0%
2013	5.6%	6.6%
2014	4.9%	5.8%
2015	4.6%	5.4%

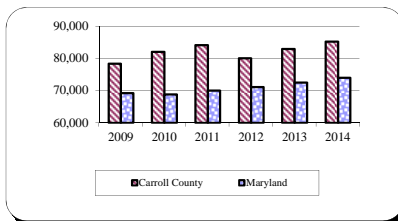
Source: MD Department of Labor, Licensing and Regulation



## Median Household Income

Year	Carroll County	Maryland
2009	78,418	69,193
2010	82,077	68,854
2011	84,117	70,004
2012	80,028	71,122
2013	82,955	72,483
2014	85,274	73,971

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



\* Indicates estimate or projection

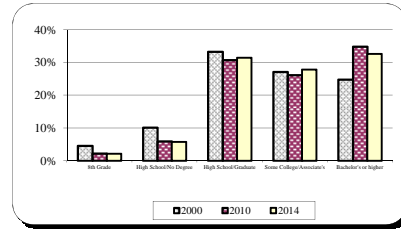
# Financial and Demographic Data

## Educational Attainment

	2000	2010	2014
Population 25+ years			
8th Grade	4.6%	2.2%	2.1%
High School/No Degree	10.1%	6.0%	5.8%
High School/Graduate	33.3%	30.8%	31.5%
Some College/Associate's	27.2%	26.1%	27.9%
Bachelor's or higher	24.8%	34.9%	32.7%

Sources: US Census Bureau - 2000, 2010 Census

US Census Bureau - 2015 American Community Survey



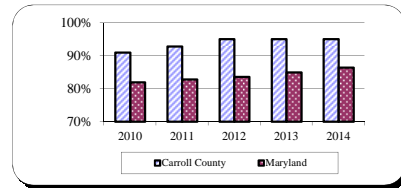
## Graduation Rates

Year	Carroll County	Maryland
2010	91.0%	82.0%
2011	92.8%	82.8%
2012	95.0%	83.6%
2013	95.0%	85.0%
2014	95.0%	86.4%

Source: 2014 Maryland Report Card

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

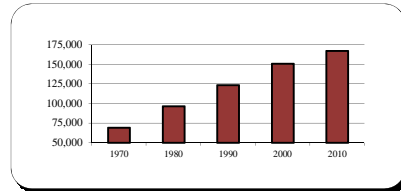
95% in a category indicates >95 and corresponding counts have been suppressed.



## Population

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

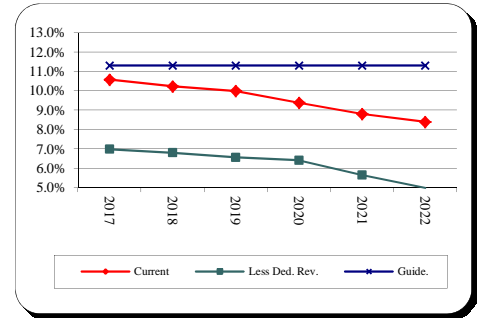
Source: US Census



# Financial and Demographic Data

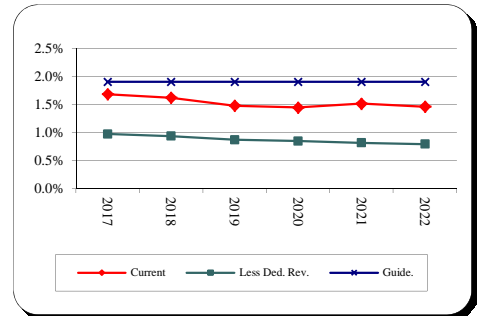
## General Fund Debt Service/General Fund Revenue

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Revenue and Supported D/S</u>	<u>County Guideline</u>
2017	10.6%	7.0%	11.3%
2018	10.2%	6.8%	11.3%
2019	10.0%	6.6%	11.3%
2020	9.4%	6.4%	11.3%
2021	8.8%	5.7%	11.3%
2022	8.4%	5.0%	11.3%



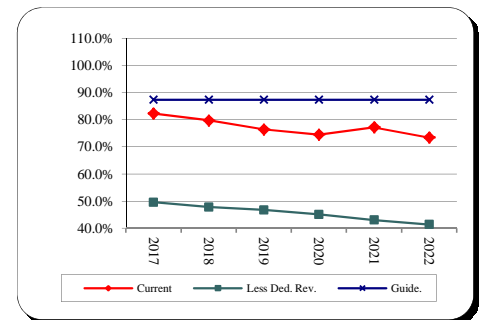
## General Fund Debt/Assessable Base

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Revenue and Supported Debt</u>	<u>County Guideline</u>
2017	1.68%	0.97%	1.90%
2018	1.62%	0.93%	1.90%
2019	1.48%	0.87%	1.90%
2020	1.44%	0.85%	1.90%
2021	1.51%	0.81%	1.90%
2022	1.46%	0.79%	1.90%



## General Fund Debt/General Fund Revenue

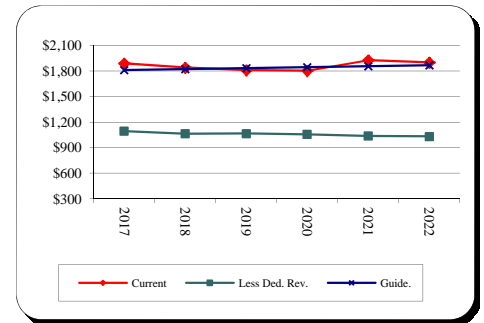
<u>Fiscal Year</u>	<u>Current Position</u>	<u>Revenue and Supported Debt</u>	<u>County Guideline</u>
2017	82.3%	49.5%	87.4%
2018	79.8%	47.8%	87.4%
2019	76.5%	46.7%	87.4%
2020	74.5%	45.1%	87.4%
2021	77.2%	43.0%	87.4%
2022	73.5%	41.4%	87.4%



# Financial and Demographic Data

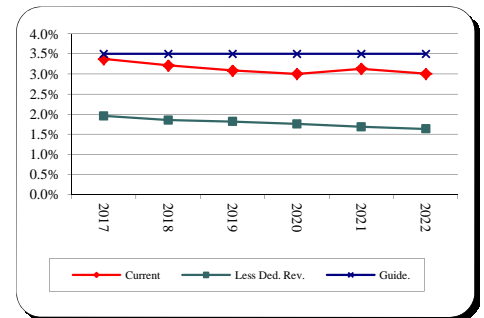
## General Fund Debt/Capita

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Revenue and Supported Debt</u>	<u>County Guideline</u>
2017	1,889	1,093	1,811
2018	1,841	1,062	1,822
2019	1,810	1,065	1,834
2020	1,802	1,055	1,845
2021	1,928	1,038	1,856
2022	1,900	1,031	1,868



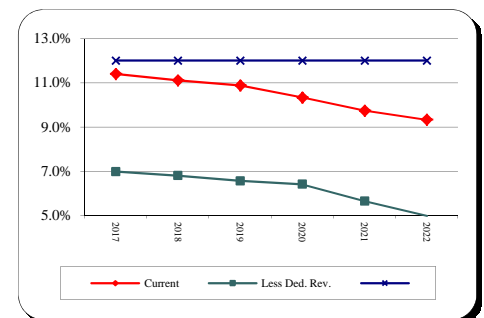
## General Fund Debt/Personal Income

<u>Fiscal Year</u>	<u>Current Position</u>	<u>Revenue and Supported Debt</u>	<u>County Guideline</u>
2017	3.4%	2.0%	3.5%
2018	3.2%	1.9%	3.5%
2019	3.1%	1.8%	3.5%
2020	3.0%	1.8%	3.5%
2021	3.1%	1.7%	3.5%
2022	3.0%	1.6%	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>
2017	11.4%	7.0%	12.0%
2018	11.1%	6.8%	12.0%
2019	10.9%	6.6%	12.0%
2020	10.3%	6.4%	12.0%
2021	9.7%	5.7%	12.0%
2022	9.3%	5.0%	12.0%



# Economic Factors

## Related Industrial, Employment, and Labor Figures

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

### Business and Industry Composition Carroll County, Maryland 2014

<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.....	51	1.1	398	0.7
Construction.....	838	18.5	5,383	9.5
Manufacturing.....	132	2.9	3,967	7.0
Trade, Transportation, and Utilities.....	869	19.1	11,325	20.0
Information.....	41	0.9	379	0.7
Financial Activities.....	334	7.4	1,487	2.63
Professional and Business Services.....	941	20.7	6,587	11.65
Education and Health Services.....	490	10.8	9,655	17.08
Leisure and Hospitality.....	366	7.4	6,809	12.04
Other Services.....	412	9.1	2,288	4.0
Local Government.....	65	1.4	6,676	11.8
State Government.....	11	0.2	1,308	2.31
Federal Government.....	<u>19</u>	<u>0.4</u>	<u>277</u>	<u>0.5</u>
Total.....	<u>4,540</u>	<u>100.0%</u>	<u>56,539</u>	<u>100.0%</u>

\* Totals may not add due to rounding.

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

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

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

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

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

Source: Carroll County’s FY 15 Comprehensive Annual Financial Report.

## Unemployment

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

	<u>2014</u>	<u>2013</u>	<u>2012</u>	<u>2011</u>	<u>2010</u>
Anne Arundel County.....	5.2%	5.8%	6.1%	6.3%	6.9%
Baltimore City.....	8.7	9.9	10.3	10.8	11.2
Baltimore County.....	6.2	7.0	7.4	7.7	8.3
<b>Carroll County.....</b>	<b>4.9</b>	<b>5.6</b>	<b>6.0</b>	<b>6.2</b>	<b>6.8</b>
Harford County.....	5.8	6.6	7.0	7.3	7.8
Howard County.....	4.4	4.9	5.1	5.2	5.6
Queen Anne's County.....	5.1	5.9	6.4	6.8	7.3
State of Maryland.....	5.8	6.6	7.0	7.2	7.7
United States.....	6.2	7.4	8.1	8.9	9.6

Sources: Maryland Department of Labor, Licensing, and Regulation – Office of Labor Market Analysis and Information, Sept. 2015  
U.S. Department of Labor, Bureau of Labor Statistics.

## Income

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

	<u>2009</u>	<u>2013</u>	<u>% Increase</u>
Anne Arundel County.....	\$54,382	\$60,064	10.4%
Baltimore City.....	38,556	44,053	14.3
Baltimore County.....	49,077	54,099	10.1
<b>Carroll County.....</b>	<b>44,448</b>	<b>49,477</b>	<b>11.3</b>
Harford County.....	46,749	52,615	12.5
Howard County.....	63,713	70,876	11.2
Queen Anne's County.....	48,248	54,810	13.6
State of Maryland.....	49,285	53,826	9.2

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

## Income

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

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

Source: Maryland Department of Planning, Maryland State Data Center, from U.S. Bureau of Economic Analysis, March 2015.



## 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-Columbia-Towson MSA are presented below:

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

Source: Census 2010, American Community Survey, American Fact Finder.

## Education

Survey results of the number of high school students in Baltimore-Columbia-Towson MSA area and the State of Maryland, as a whole, who graduated in 2014 as a percentage of their ninth grade enrollment, four grades earlier, are presented below:

Anne Arundel County.....	87.7%
Baltimore City.....	69.6
Baltimore County.....	87.6
<b>Carroll County.....</b>	<b>95.0</b>
Harford County.....	89.8
Howard County.....	92.8
Queen Anne's County.....	93.9
State of Maryland.....	86.3

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

# *Debt Management*

# Debt Management

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## **Capital Expenditures vs. Current Expenditures**

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

## **Paying for Capital Assets**

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

## **Bonds**

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

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

Serial bonds are a package of individual bonds with each bond potentially having a different maturity than the rest. Typically, a municipal serial bond issue has maturities ranging from one year to more than twenty years. General obligation bond issues are usually entirely in serial form.

**Debt Retirement**

As of June 30, 2015, 67.8% of long-term debt owed by the County will be retired within ten years and 41.2% will be retired in five years. New Consolidated Public Improvement Bonds issued in November 2015 have an aggregate principal amount of \$28.0 million in new bonds and \$9.1 million in refunded bonds.

**Rating Agencies**

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

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

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

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

Ratings are initially made before issuance and are continuously reviewed and amended as necessary to reflect change in the issuer’s credit position. According to the rating agencies, Carroll County demonstrates very strong credit worthiness.

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

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

Moody's has assigned Carroll County an **Aa1** rating, Standard & Poor's an **AAA** Rating, and Fitch an **AAA**. These high ratings allow Carroll County to pay lower interest rates on capital projects that are financed with long-term debt issues. The County's goal is to maintain or improve our current bond ratings in order to minimize borrowing costs.

### **Sale of Bonds**

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

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

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

### **Debt Affordability**

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

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

**Schedule of Debt Service Requirements on Direct County Debt**

The following table sets forth the schedule of debt service requirements for the County's direct general obligation bonded debt, State of Maryland Loans, Promissory Notes, Capital Leases, and Enterprise Fund bonded debt, projected as of the year ended June 30, 2016.

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

Fiscal Years Ending June 30	G.O. Bonds(2)		Watershed Bonds		Notes, Capital Leases, General Obligation and Other Debt				Total General Fund		Total Debt Service
	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	Principal	Interest	
2016	\$28,375,894	\$11,012,035	\$52,608	\$22,069	\$331,393	\$149,308	\$0	\$1,753,676	\$28,759,895	\$12,937,088	\$41,696,983
2017	26,857,987	9,899,369	54,489	20,188	296,536	138,025	0	1,753,676	27,209,012	11,811,258	39,020,270
2018	24,994,501	8,807,541	56,437	18,240	316,017	126,594	1,201,212	1,753,676	26,568,167	10,706,051	37,274,218
2019	23,552,298	7,789,357	58,455	16,222	336,498	114,513	0	1,681,603	23,947,250	9,601,695	33,548,946
2020	20,471,158	6,824,990	60,546	14,132	391,245	101,461	0	1,681,603	20,922,948	8,622,186	29,545,134
2021	16,893,169	5,968,134	62,710	11,967	344,966	91,064	246,000	1,681,603	17,546,845	7,752,768	25,299,613
2022	16,013,016	5,211,549	45,198	9,724	391,971.54	82,328.74	680,930	1,650,158	17,131,116	6,953,759	24,084,875
2023	15,239,697	4,487,212	33,755	8,094	401,974.98	73,025.58	1,006,624	1,629,844	16,682,051	6,198,175	22,880,226
2024	13,296,485	3,835,587	30,776	7,021	411,504.97	63,495.59	2,179,934	1,519,877	15,918,700	5,425,981	21,344,681
2025	13,647,352	3,278,539	23,986	5,739	421,260.89	53,739.67	1,346,000	1,451,652	15,438,599	4,789,670	20,228,269
2026	13,910,207	2,752,237	24,861	4,864	431,248.1	43,752.46	2,584,000	1,404,765	16,950,316	4,205,618	21,155,935
2027	14,267,898	2,207,545	25,769	3,956	441,472.09	33,528.47	0	1,267,785	14,735,139	3,512,814	18,247,953
2028	14,639,351	1,635,118	26,709	3,016	451,938.46	23,062.1	107,290	1,267,785	15,225,289	2,928,981	18,154,270
2029	10,842,615	1,103,964	27,686	2,042	462,652.98	12,347.58	4,662,430	1,186,657	15,995,384	2,305,011	18,300,394
2030	7,027,229	730,390	28,264	1,031	235,423.69	20,765.59	13,115,500	813,676	20,406,417	1,547,173	21,953,590
2031	5,750,000	493,256	0	0	0	0	0	230,716	5,750,000	723,972	6,473,972
2032	4,440,000	313,794	0	0	0	0	445,320	219,026	4,885,320	532,820	5,418,140
2033	3,365,000	177,453	0	0	0	0	3,475,344	207,337	6,840,344	384,790	7,225,134
2034	2,105,000	82,388	0	0	0	0	0	24,881	2,105,000	107,269	2,212,269
2035	1,355,000	23,713	0	0	0	0	473,924	12,441	1,828,924	36,153	1,865,077
	<u>\$277,043,855</u>	<u>\$76,634,169</u>	<u>\$612,249</u>	<u>\$148,305</u>	<u>\$5,666,102</u>	<u>\$1,108,322</u>	<u>\$31,524,508</u>	<u>\$23,192,436</u>	<u>\$314,846,715</u>	<u>\$101,083,232</u>	<u>\$415,929,947</u>

(1) Totals may not add due to rounding.

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

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

Source: Carroll County Department of the Comptroller.

Enterprise Funds			Grand Total Debt Service (1)
Principal	Interest	Total	
2,050,288	670,451	2,720,738	\$44,417,721
1,965,547	577,530	2,543,077	\$41,563,347
1,749,676	488,744	2,238,420	\$39,512,638
1,787,827	407,940	2,195,766	\$35,744,712
1,497,242	327,745	1,824,987	\$31,370,121
1,436,831	263,544	1,700,375	\$26,999,988
1,326,984	178,590	1,505,573	\$25,590,449
700,303	134,268	834,571	\$23,714,797
513,515	82,973	596,488	\$21,941,169
537,648	60,918	598,566	\$20,826,834
559,793	41,873	601,665	\$21,757,600
582,102	21,910	604,012	\$18,851,965
605,649	1,150	606,799	\$18,761,069
127,385	3,708	131,094	\$18,431,488
2,771	68	2,839	\$21,956,429
0	0	0	\$6,473,972
0	0	0	\$5,418,140
0	0	0	\$7,225,134
0	0	0	\$2,212,269
0	0	0	\$1,865,077
<u>\$15,443,561</u>	<u>\$3,261,411</u>	<u>\$18,704,972</u>	<u>\$434,634,919</u>

**Projected Statement of Direct and Enterprise Fund Bonded  
Debt Issued and Outstanding  
As of June 30, 2016 (1)**

<b>Direct Bonded Debt</b>	<b>Principal Date of Issue</b>	<b>Issued</b>	<b>Outstanding</b>
Volunteer Fire Dept. Project Bonds.....	11/01/03	2,100,000	505,000
Volunteer Fire Dept Project Bonds.....	09/22/04	2,065,000	676,669
Consolidated Public Improvement .....	12/01/05	31,799,320	0
Volunteer Fire Dept Project Bonds.....	12/01/05	2,900,000	950,000
Consolidated Public Improvement.....	10/10/06	20,260,000	1,348,379
Consolidated Public Improvement Refunding Bonds.....	01/09/07	23,165,983	8,801,430
Consolidated Public Improvement & Refunding.....	11/13/07	27,100,000	6,092,841
Consolidated Public Improvement.....	11/13/08	72,088,000	11,933,811
Consolidated Public Improvement & Refunding-Series A.....	11/12/09	30,931,089	10,432,486
Consolidated Public Improvement Series B.....	11/12/09	33,577,761	33,577,761
Consolidated Public Improvement Refunding Series A.....	10/21/10	12,480,329	2,787,736
Consolidated Public Improvement Refunding Fire Company Series B.....	10/21/10	2,210,000	560,000
Consolidated Public Improvement Series D.....	10/21/10	19,649,128	16,805,044
Consolidated Public Improvements and Refunding.....	11/10/11	28,623,957	23,304,736
Consolidated Public Improvement and Refunding.....	11/08/12	37,680,345	34,455,345
Consolidated Public Improvement.....	11/14/13	26,000,000	23,325,000
Taxable Pension Refunding Bonds.....	12/23/13	4,524,000	3,612,000
Consolidated Public Improvement and Refunding.....	11/13/14	67,576,682	63,860,536
Consolidated Public Improvement and Refunding.....	11/19/15	34,015,081	34,015,081
<b>Installment Purchase Agreements:</b>			
Installment Purchase Agreements Issued Fiscal Year 2002.....	7/1/01-6/30/02	396,000	396,000
Installment Purchase Agreements Issued Fiscal Year 2003.....	7/1/02-6/30/03	530,930	530,930
Installment Purchase Agreements Issued Fiscal Year 2004.....	7/1/03-6/30/04	100,000	100,000
Installment Purchase Agreements Issued Fiscal Year 2005.....	7/1/04-6/30/05	2,179,934	2,179,934
Installment Purchase Agreements Issued Fiscal Year 2006.....	7/1/05-6/30/06	1,346,000	1,346,000
Installment Purchase Agreements Issued Fiscal Year 2007.....	7/1/06-6/30/07	2,584,000	2,584,000
Installment Purchase Agreements Issued Fiscal Year 2009.....	7/1/08-6/30/09	2,215,126	2,215,126
Installment Purchase Agreements Issued Fiscal Year 2010.....	7/1/09-6/30/10	4,662,430	4,662,430
Installment Purchase Agreements Issued Fiscal Year 2011.....	7/1/10-6/30/11	13,115,500	13,115,500
Installment Purchase Agreements Issued Fiscal Year 2013.....	7/1/12-6/30/13	445,320	445,320
Installment Purchase Agreements Issued Fiscal Year 2014.....	7/1/13-6/30/14	3,475,344	3,475,344
Installment Purchase Agreements Issued Fiscal Year 2016.....	7/1/15-6/30/16	473,924	473,924
<b>Farmers Home Administration:</b>			
Watershed Bond — 1972.....	06/01/72	769,700	185,189
Watershed Bond — 1974.....	07/01/74	253,000	88,555
Watershed Bond — 1979.....	09/02/80	678,800	338,504
		<u>\$511,972,683</u>	<u>\$309,180,611</u>
<b>Enterprise Fund Bonded Debt</b>			
Consolidated Public Improvement Refunding Bonds.....	03/11/04	2,166,411	0
Consolidated Public Improvements.....	07/27/04	378,474	0
Consolidated Public Improvements.....	12/01/05	302,525	0
Consolidated Public Improvements.....	10/10/06	200,000	14,442
Consolidated Public Improvement Refunding Bonds.....	01/09/07	212,504	80,737
Consolidated Public Improvement & Refunding.....	11/13/07	9,401,000	1,251,737
Consolidated Public Improvements.....	11/13/08	7,616,000	1,199,712
Consolidated Public Improvement & Refunding Series A.....	11/12/09	745,461	333,276
Consolidated Public Improvement Series B.....	11/12/09	1,072,239	1,072,239
Consolidated Public Improvement Refunding Series A.....	10/21/10	6,371	1,423
Consolidated Public Improvement D.....	10/21/10	13,742	11,753
Consolidated Public Improvements and Refunding.....	11/10/11	484,429	325,052
Consolidated Public Improvement and Refunding.....	11/08/12	198,549	198,549
Consolidated Public Improvement and Refunding.....	11/13/14	5,446,058	5,245,814
Consolidated Public Improvement and Refunding.....	11/19/15	2,978,549	2,978,549
Water Quality Loan — MD Dept. of the Environment.....	03/22/00	532,680	158,748

Consolidated Public Improvement Refunding Bonds (Solid Waste)	03/11/04	1,004,270	0
Solid Waste .....	07/27/04	2,449,026	0
Solid Waste.....	01/09/07	345,658	131,326
Solid Waste.....	11/13/07	604,000	80,422
Solid Waste.....	11/13/08	296,000	66,477
Solid Waste Series A.....	11/12/09	203,450	4,238
Solid Waste.....	11/10/11	789,648	632,398
Solid Waste.....	11/13/14	406,860	314,034
Solid Waste.....	11/19/15	191,370	191,370
Septage.....	10/09/06	200,000	12,180
Septage.....	11/08/12	62,391	62,391
Airport.....	11/13/01	2,200,000	660,000
Consolidated Public Improvement Refunding Bonds (Airport)	03/11/04	278,964	0
Airport.....	07/27/04	407,500	0
Airport.....	12/01/05	58,155	0
Airport.....	01/09/07	240,854	91,508
Airport Series A.....	10/21/10	93,300	20,841
Airport Series D.....	10/21/10	27,130	23,203
Airport.....	11/10/11	286,966	202,814
Airport.....	11/08/12	18,715	18,715
Airport.....	11/13/14	85,400	59,615
		<u>\$ 42,004,649</u>	<u>\$ 15,443,562</u>
		<u>\$553,977,332</u>	<u>\$324,624,173</u>

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

(a) Promissory Notes .....	\$0
(b) Capital Lease Agreements.....	\$5,666,102
(2) This subtotal reflects the direct bonded indebtedness of the County exclusive of those items in Note (1) of this table and Enterprise Fund Bonded Debt and is exclusive of any related bond premiums/discounts or other unamortized charges.	

Source: Carroll County Department of the Comptroller.

The following tables set forth the County's long-term debt per capita and ratios of debt to assessed value for the six most recent fiscal years ended June 30 and a projection for the fiscal year ended June 30, 2016.

**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>
2016.....	\$309,180,611	172,098	\$18,688,384,000	\$1,796.54	1.65%
2015.....	308,973,068	171,702	18,495,548,665	1,799.47	1.67
2014.....	322,300,607	170,643	18,549,381,425	1,888.74	1.74
2013.....	319,294,954	169,519	18,808,823,173	1,883.53	1.70
2012.....	323,601,170	168,570	19,829,611,572	1,919.68	1.63
2011.....	331,907,961	167,929	20,907,114,686	1,976.47	1.59

**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>
2016.....	\$324,624,173	172,098	\$18,688,384,000	\$1,886.27	1.74%
2015.....	326,345,144	171,702	18,495,548,665	1,898.53	1.76
2014.....	342,092,417	170,643	18,549,381,425	2,004.72	1.84
2013.....	341,226,838	169,519	18,808,823,173	2,012.91	1.81
2012.....	347,723,989	168,570	19,829,611,572	2,062.79	1.75
2011.....	359,464,291	167,929	20,907,114,686	2,140.57	1.72

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

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



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

**Computation of the Projected Legal Debt Margin**  
**As of June 30, 2016**

Net assessed value- Real Property	\$ 18,130,197,000	
Debt Limit - 6% of Net Total Assessed Value (1)		\$ 1,087,811,820
Assessed Value - Personal Property	558,187,000	
Debt Limit - 15% of Net Assessed Value		83,728,050
Total Debt Limit		1,171,539,870
Amount of debt applicable to debt limit:		
Total Bonded Debt	\$ 324,624,173	
Less Agricultural Preservation Program Self Supporting Debt	31,524,508	
Less Fire Company Loans- Self Supporting Debt	7,295,840	
Less Bureau of Utilities bonds and loans payable	12,713,282	
Less Septage bonds payable	74,571	
Total amount of debt applicable to debt limit		273,015,972
Legal debt margin		\$ 898,523,898

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  
2007-2016

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
2007	15,441,306,101	6%/15%	974,208,067	211,725,319	762,482,748	21.73%
2008	17,902,568,902	6%/15%	1,124,225,213	214,237,099	909,988,114	19.06%
2009	20,409,412,280	6%/15%	1,274,735,894	268,496,244	1,006,239,650	21.06%
2010	22,066,168,625	6%/15%	1,373,814,980	303,156,906	1,070,658,074	22.07%
2011	20,895,165,478	6%/15%	1,302,726,361	301,960,750	1,000,765,611	23.18%
2012	19,813,576,019	6%/15%	1,248,709,194	292,937,714	955,771,480	23.46%
2013	18,789,765,921	6%/15%	1,175,305,137	287,113,093	888,192,044	24.43%
2014	18,514,343,538	6%/15%	1,158,193,261	286,486,025	871,707,236	24.74%
2015	18,495,548,665	6%/15%	1,159,503,407	273,161,300	886,342,107	23.56%
2016	18,688,348,000	6%/15%	1,171,539,870	273,015,972	898,523,898	23.30%

***Fund Balance***

# Explanation of Fund Balance

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

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

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

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

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

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

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

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

## Schedule of Changes in Fund Balance General Fund

	Actual for 6/30/15 Audited - CAFR	Projected for 6/30/16 as of 4/30/16	Projected for 6/30/17
<b>Beginning Fund Balance</b>	<b>\$104,044,469</b>	<b>\$102,668,549</b>	<b>\$98,422,799</b>
Revenues	366,136,045	369,716,570	379,404,332
Expenditures	(367,599,397)	(373,962,320)	(388,407,000)
GO Bond proceeds, premium, and redemption	87,432	0	0
<b>Projected Ending Fund Balance</b>	<b>\$102,668,549</b>	<b>\$98,422,799</b>	<b>\$89,420,131</b>
<b><u>Nonspendable</u></b>			
Inventory	1,370,396	1,370,396	1,370,396
Prepaid expenses	211,074	211,074	211,074
Loans for Economic Development	5,786,268	5,786,269	5,786,269
Loans to Volunteer Fire Companies	11,082,322	11,082,322	11,082,322
Loans to Municipalities	141,695	141,695	141,695
Advances to Industrial Development Authority	612,910	612,910	612,910
Due from other governmental funds	9,799,459	9,799,459	9,799,459
<b>Total Nonspendable</b>	<b>29,004,124</b>	<b>29,004,125</b>	<b>29,004,125</b>
<b><u>Restricted</u></b>			
Agricultural Preservation Payables	25,979,899	25,979,899	25,979,899
Weed Control future truck equipment purchase	111,882	111,882	111,882
Loans collectible within one year	1,331,822	1,331,822	1,331,822
<b>Total Restricted</b>	<b>27,423,603</b>	<b>27,423,603</b>	<b>27,423,603</b>
<b><u>Committed</u></b>			
Stabilization Fund	18,998,120	18,998,120	19,420,350
Medical Claims Reserve	1,400,000	1,400,000	1,400,000
<b>Total Committed</b>	<b>20,398,120</b>	<b>20,398,120</b>	<b>20,820,350</b>
<b><u>Assigned</u></b>			
Appropriation of Prior Year Unassigned Fund Balance	15,820,635	5,574,885	6,927,783
Encumbrances	2,638,332	2,638,332	2,638,332
<b>Total Assigned</b>	<b>18,458,967</b>	<b>8,213,217</b>	<b>9,566,115</b>
<b><u>Unassigned</u></b>			
Unassigned	7,383,735	13,383,734	2,605,938
<b>Total Unassigned</b>	<b>7,383,735</b>	<b>13,383,734</b>	<b>2,605,938</b>
<b><u>Summary</u></b>			
<b>Ending Fund Balance</b>	<b>102,668,549</b>	<b>98,422,799</b>	<b>89,420,131</b>
Less: Nonspendable	(29,004,124)	(29,004,125)	(29,004,125)
Less: Restricted	(27,423,603)	(27,423,603)	(27,423,603)
Less: Committed	(20,398,120)	(20,398,120)	(20,820,350)
Less: Assigned	(18,458,967)	(8,213,217)	(9,566,115)
<b>Current Year Unassigned</b>	<b>\$7,383,735</b>	<b>\$13,383,734</b>	<b>\$2,605,938</b>

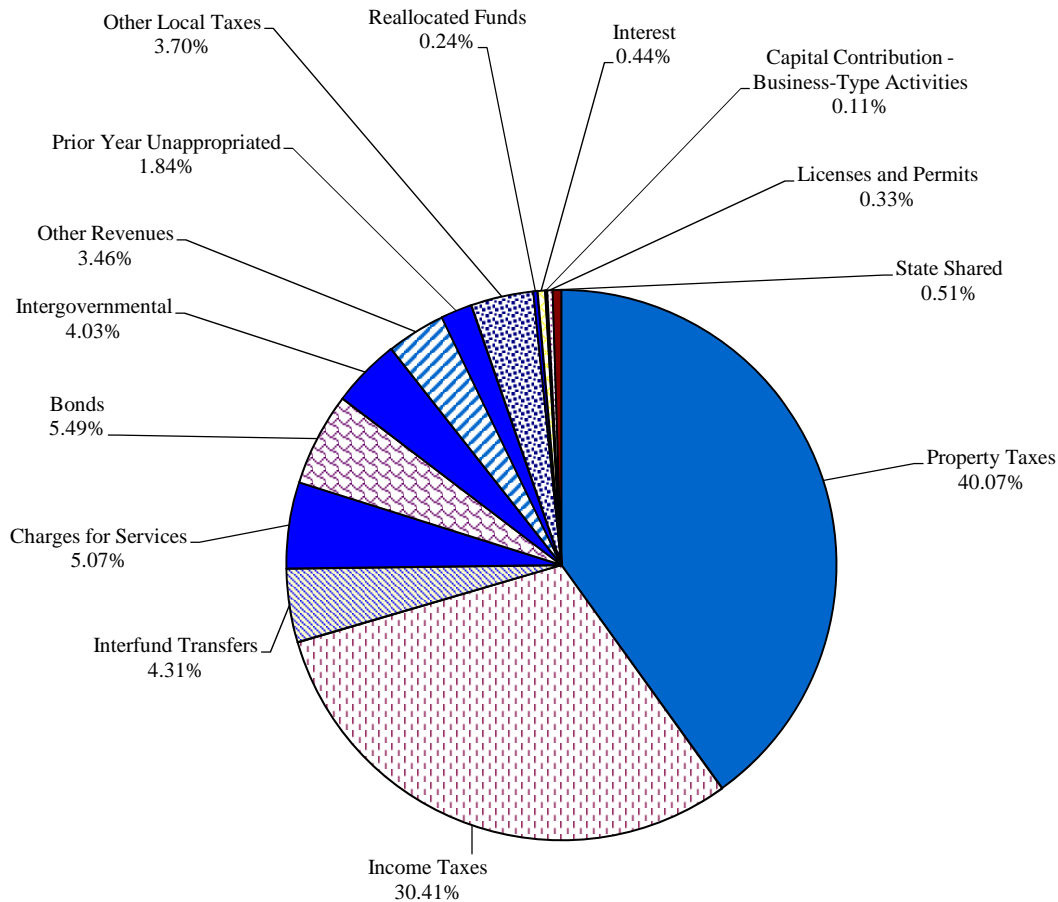
Fund Balance

***Total Budget Summary***

# All Funds Sources - By Category

**Fiscal Year 2017 Budget**

**\$500,256,925**

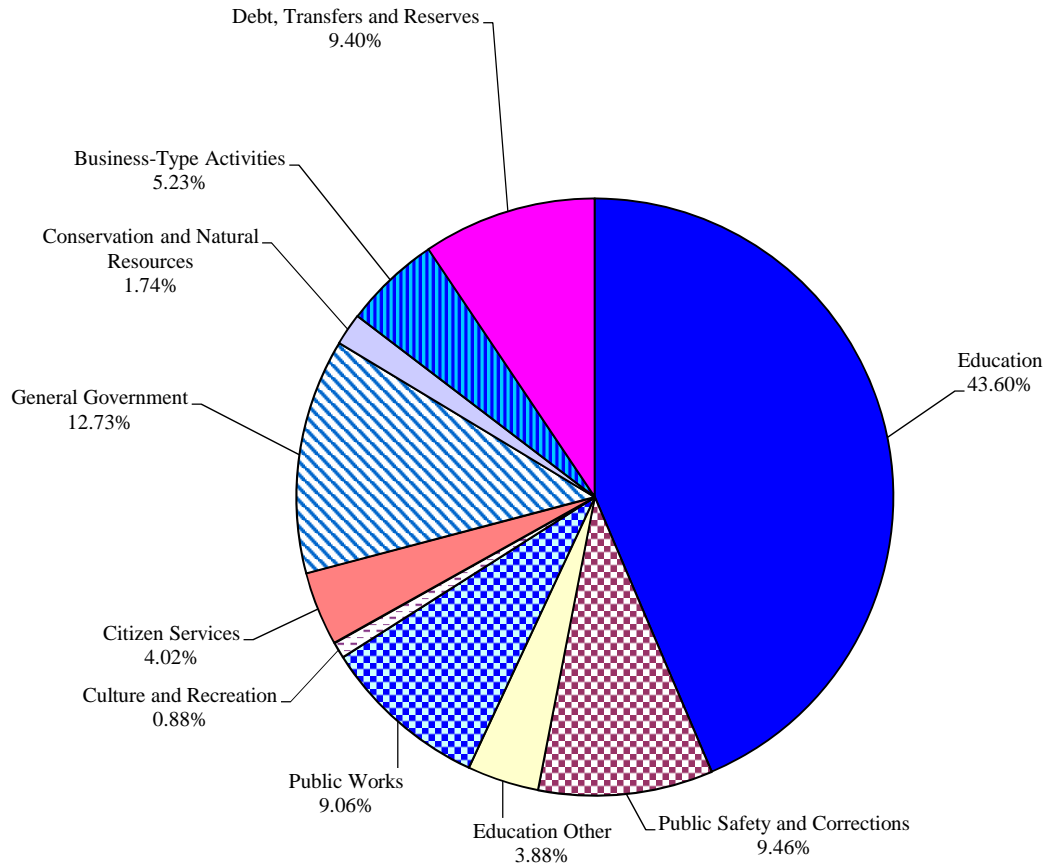


<u>Category</u>	FY 15 Actuals	FY 16 Budget	% Chg from FY 15	FY 17 Budget	% Chg from FY 16
Property Taxes	\$193,069,352	\$195,795,700	1.41%	\$200,453,917	2.38%
Income Taxes	139,356,970	143,410,440	2.91%	152,106,065	6.06%
Interfund Transfers	26,476,335	28,503,170	7.66%	21,564,416	-24.34%
Charges for Services	20,545,586	30,914,370	50.47%	25,376,558	-17.91%
Bonds	80,662,908	20,435,331	-74.67%	27,464,604	34.40%
Intergovernmental	15,053,404	22,287,919	48.06%	20,150,875	-9.59%
Other Revenues	35,601,226	16,976,644	-52.31%	17,312,154	1.98%
Prior Year Unappropriated	0	12,324,400	100.00%	9,198,782	-25.36%
Other Local Taxes	13,358,357	15,425,570	15.48%	18,485,710	19.84%
Reallocated Funds	0	7,871,803	100.00%	1,202,259	-84.73%
Interest	1,675,561	2,065,060	23.25%	2,216,420	7.33%
Capital Contribution - Business-Type Activities	2,224,545	5,424,000	143.83%	525,500	-90.31%
Licenses and Permits	1,600,954	1,606,860	0.37%	1,642,700	2.23%
State Shared	4,853,291	4,361,468	-10.13%	2,556,965	-41.37%
<b>Total</b>	<b>\$534,478,488</b>	<b>\$507,402,735</b>	<b>-5.07%</b>	<b>\$500,256,925</b>	<b>-1.41%</b>

# All Funds Uses - By Category

Fiscal Year 2017 Budget

\$500,256,925

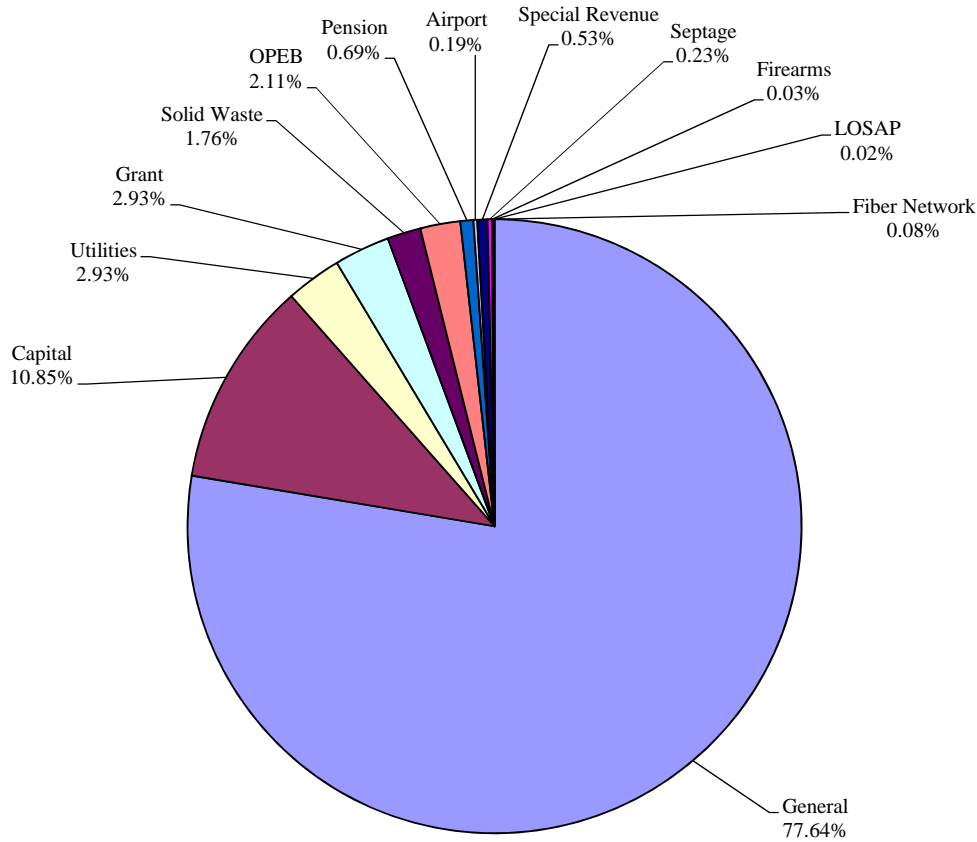


<u>Category</u>	FY 15 Actual	FY 16 Budget	% Chg from FY 15	FY 17 Budget	% Chg from FY 16
Education	\$204,852,162	\$206,147,610	0.63%	\$218,088,860	5.79%
Public Safety and Corrections	50,978,177	45,943,980	-9.88%	47,302,020	2.96%
Education Other	27,978,943	18,471,570	-33.98%	19,414,600	5.11%
Public Works	40,354,744	44,286,335	9.74%	45,335,906	2.37%
Culture and Recreation	4,911,267	4,864,323	-0.96%	4,389,170	-9.77%
Citizen Services	19,594,493	19,832,985	1.22%	20,111,040	1.40%
General Government	46,577,312	66,496,347	42.77%	63,704,670	-4.20%
Conservation and Natural Resources	10,530,085	9,199,600	-12.64%	8,728,548	-5.12%
Business-Type Activities	22,002,934	41,839,065	90.15%	26,160,511	-37.47%
Debt, Transfers and Reserves	100,988,582	50,320,920	-50.17%	47,021,600	-6.56%
<b>Total</b>	<b>\$528,768,700</b>	<b>\$507,402,735</b>	<b>-4.04%</b>	<b>\$500,256,925</b>	<b>-1.41%</b>

# All Funds Uses - By Fund

Fiscal Year 2017 Budget

\$500,256,925



<u>Fund</u>	FY 15 Actual	FY 16 Budget	% Chg from FY 15	FY 17 Budget	% Chg from FY 16
General	\$428,068,097	\$379,962,320	-11.24%	\$388,407,000	2.22%
Capital	55,360,485	52,383,471	-5.38%	54,254,624	3.57%
Utilities	9,887,998	29,598,565	199.34%	14,660,685	-50.47%
Grant	15,186,345	15,466,889	1.85%	14,654,830	-5.25%
Solid Waste	8,752,117	9,964,800	13.86%	8,815,806	-11.53%
OPEB	3,515,548	10,103,580	187.40%	10,578,580	4.70%
Pension	1,389,372	3,222,980	131.97%	3,434,760	6.57%
Airport	736,728	936,500	27.12%	954,220	1.89%
Special Revenue	2,565,215	4,374,430	70.53%	2,666,620	-39.04%
Septage	946,226	913,700	-3.44%	1,173,300	28.41%
Firearms	145,604	155,500	6.80%	155,500	0.00%
Fiber Network	1,520,899	270,000	-82.25%	401,000	48.52%
LOSAP	694,066	50,000	-92.80%	100,000	100.00%
<b>Total</b>	<b>\$528,768,700</b>	<b>\$507,402,735</b>	<b>-4.04%</b>	<b>\$500,256,925</b>	<b>-1.41%</b>



# All Funds Revenue Summary

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All Funds revenue is projected to be \$500.3M in FY 17 with over two-thirds of this amount coming from Property Taxes and Income Tax. Total revenue is down \$7.1M, or 1.4%, below FY 16. This decrease is driven primarily by decrease in reallocated unspent funds from capital projects, reduced Capital Contribution from the Utilities Enterprise Fund, as well as reduced State funding.

Revenue In Millions	FY 15 Budget	Percent of Total	FY 16 Budget	Percent of Total	FY 17 Budget	Percent of Total	Cumulative Percent of Total
Property Taxes	\$193.4	36.9%	\$195.8	38.6%	\$200.5	40.1%	40.1%
Income Tax	135.9	25.9%	143.4	28.3%	152.1	30.4%	70.5%
Bonds / Notes Proceeds	11.3	2.2%	20.4	4.0%	27.5	5.5%	76.0%
Charges for Services	31.2	5.9%	30.9	6.1%	25.4	5.1%	81.1%
Interfund Transfers	25.9	4.9%	28.5	5.6%	21.6	4.3%	85.4%
Intergovernmental	67.2	12.8%	22.3	4.4%	20.1	4.0%	89.4%
Other Local Taxes	13.1	2.5%	15.4	3.0%	18.5	3.7%	93.1%
Other Revenues	15.4	2.9%	17.0	3.3%	17.3	3.5%	96.6%
Prior Year Unappropriated	14.2	2.7%	12.3	2.4%	9.2	1.9%	98.5%
State Shared	2.3	0.4%	4.4	0.9%	2.6	0.5%	90.0%
Interest and Gain (Loss)	1.3	0.2%	2.1	0.4%	2.2	0.4%	99.4%
Licenses and Permits	1.8	0.3%	1.6	0.3%	1.6	0.3%	99.7%
Reallocated Funds	11.4	2.2%	7.9	1.6%	1.2	0.2%	99.9%
Capital Contribution – Business-Type Activities	0.2	0.0%	5.4	1.1%	0.5	0.1%	100.0%
<b>Total Revenue</b>	<b>\$524.6</b>	<b>100.0%</b>	<b>\$507.4</b>	<b>100.0%</b>	<b>\$500.3</b>	<b>100.0%</b>	<b>100.0%</b>

Percentages may not add to 100% due to rounding

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

## **Top 5 All Fund Revenues**

### ***Property Taxes***

Largest revenue at 40.1% 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, to \$2.545 in FY 13, and finally to \$2.515 per one hundred dollars in FY 14, 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% a year. Property Tax is primarily General Fund revenue; however, approximately 2.25% is usually dedicated to agricultural land preservation. The Property Tax committed to agricultural land preservation has been reduced \$2.0M in FY 17.

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

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

### ***Income Tax***

Second largest revenue at 30.4% of the total. Income Tax is calculated as a percentage of net taxable State income. The State caps the rate at 3.20%. The Commissioners lowered the Income Tax rate from 3.05% to 3.04% in FY 14, a reduction of 0.01%. In FY 15 the Commissioners again lowered the Income Tax rate by 0.01% from 3.04% to 3.03%, effective on January 1st, 2015. The State Comptroller's Office administers, collects, and distributes this tax to the counties and municipalities. Income Tax is primarily a General Fund revenue; however, 9.09% of Income Tax is traditionally dedicated to the capital budget for school construction and debt service. The Commissioners elected to reduce this amount to 7.09% in FY 16 through FY 17, to 7.59% in FY 18, and 8.09% in FY 19, with the released Income Tax revenue being used to fund the Public Schools' budget.

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

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

Third largest revenue at 5.5% 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 17 the Commissioners are using \$27.5M in bonds, an increase from FY 16 of \$7.1M. This increase is primarily due to the Law Enforcement Facility Renovation capital project.

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

Fourth largest revenue at 5.1% of the total. The County receives funding for services in the Enterprise, General, and Grant Funds. The intent, unless otherwise determined, is that certain activities and services pay for themselves through user fees, and are not supported through general tax dollars or other non-related revenue sources.

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

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

### ***Interfund Transfers***

Fifth largest revenue at 4.3% of the total. Due to governmental accounting requirements, revenues that are transferred between funds are shown twice. For instance, Impact Fees originate in the special revenue fund. When Impact Fees are used they must be transferred from the Special Revenue Fund to the Capital Fund. This means that using \$1.0M of Impact Fees will actually add \$2.0M to the all funds revenue total. Each fund, Special Revenue and Capital, will show that \$1.0M. The methods for budgeting inter-fund revenues are varied. Some inter-fund transfers are linked to specific revenue, such as Impact Fees and the percentage of Local Income Tax dedicated for school debt service. In these cases, trend and economic analysis are employed. Other interfund revenues, however, are not specific, such as General Fund transfers to grants or capital. Here, the emphasis is on the General Fund as a whole. Overall revenue growth and available balances in the six-year Operating Plan are examined and analyzed.

## **Remaining All Fund Revenues**

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

4.0% of the total. The County receives Federal and State funding for several reasons, including school and bridge construction, environmental projects, grants, and reimbursements. State and Federal funding is used primarily in the General, Capital, and Grant Funds. The Grant Fund includes more than \$12.5M in various Federal and State funds to support senior housing programs, health programs, and meal programs for the elderly. These funds are also used to provide rental subsidies to the elderly, handicapped, disabled, and families with low income. Additionally, these funds are used to develop community-based services that promote positive outcomes for children, youth, and families.

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

### ***Other Local Taxes***

3.7% of the total. This includes Recordation, 911 fees, Impact Fees, and Admission fees. Recordation makes up about 82% of these fees. Trend analysis, current housing market, and opinions from industry experts are the sources of this budget.

### ***Other Revenues***

3.5% of the total. This group includes revenues from the general, capital, grant, enterprise fund, and trust funds. These revenues are budgeted based on numerous methods, including trend analysis, economic analysis, and estimates provided by State and Federal agencies.

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

1.9% 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. \$9.2M of surplus is in the FY 17 Budget.

### ***State Shared***

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

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

0.4% of the total. The primary source of this revenue is interest earned on investments. The budget is based on our economic and monetary analysis as well as consultation with the County's Investment Officer.

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

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

### ***Reallocated funds***

0.2% of the total. These funds consist of reallocated bonds, reallocated General Fund transfer, and reallocated Property Taxes. These funds were previously appropriated to various projects that either came in under budget or the decision was made not to move forward with the projects. These sources of funding are being reallocated to projects included in the FY 17 budget.

In FY 17, a total of \$1.2M in bonds and current funding is being reallocated for various capital projects such as road maintenance and technology. The amount that we can reallocate depends on numerous factors, including projects that were completed under budget or projects that were eliminated. The very nature of these types of decisions prevents it from being predictable or consistent with previous years.

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

0.1% of the total. This category is based on specific and dedicated revenues that are budgeted to capital projects in the enterprise funds. Examples are area connection charges and private contributions for the Utilities fund. These revenues are based on appropriations budgeted to fund capital projects and do not reflect revenues that are necessarily collected in FY 17.

***Quick Guide to the FY 17 Budget***

# **A Quick Guide to the FY 17 Budget**

## **Department of Management and Budget**

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

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

### **The Operating Budget**

After numerous years of stagnant budgets, coupled with the desire to maintain quality service levels throughout the County, the Commissioners provided increased funding to our governmental partners (the public school system, community college, and library), as well as to volunteer fire companies and non-profit service providers.

Actions taken by the Board of County Commissioners during the Proposed Budget work sessions include:

- \$4.2M to the Board of Education
- \$0.5M for maintenance of closed schools
- \$0.3M to Non-Profit Providers for drug treatment and other services
- \$0.3M to the Sheriff and State's Attorney for equipment, salaries, and relocation
- \$0.9M to the Volunteer Emergency Services Association for new capital projects, equipment purchases, and increased LOSAP funding
- \$0.5M in ongoing funding to the Community College
- \$0.1M in ongoing funding, plus \$0.3M in one-time funding, for the Public Library system's technology replacement needs
- \$50,000 additional ongoing funding to the Length of Service Award Program (LOSAP) for the volunteer firefighters
- \$0.2M to Recreation and Parks for park restoration
- \$0.2M to Public Works for storm drain rehabilitation

### **The FY 17 Budget**

The FY 17 Operating Budget is \$388.4M, an \$8.4M, or 2.2%, increase over FY 16. This increase is primarily driven by growth in Property and Income Tax Revenue, in addition to other revenues.

## Revenues

- The FY 17 Budget increases \$8.4M, or 2.2%, from the FY 16 Budget. The increases in Property Tax, \$4.5M, Income Tax, \$8.9M, and Recordation Tax, \$0.9M, are partially offset by a reduction in Current Year Surplus, (\$1.9M), Transfer from Capital, (\$0.5M), and Transfer from Special Revenue Fund, (\$2.1M).
- Property Tax increases 2.3%, or \$4.5M from the FY 16 Budget, primarily due to a 6.0% reassessment in Group 1 properties. FY 17 continues positive reassessment growth begun in FY 16 after five years of negative reassessments. The FY 16 reassessment for Group 3 resulted in an increase of 4.1%. This was preceded by drops of 3.0% for Group 2 in FY 15, 3.8% in Group 1 in FY 14, 15.4% in Group 3 in FY 13, 19.6% for Group 2 in FY 12, and 19.2% for Group 1 in FY 11.
- Income Tax is up \$8.9M, a 6.8% increase from the FY 16 budget and \$2.9M above the FY 16 forecast. Growth in major distributions is planned at 4.8% in FY 17. Carroll historically outperforms the State due to our higher average income and lower unemployment rate.
- Recordation is up \$0.9M from the FY 16 Budget. This revenue is driven by activity in the housing market. After numerous years of a depressed housing market, indicators, such as average sale price, number of units sold, and the days on the market, are showing improvement. Recordation revenue hit a low in FY 11 at \$7.7M but we are now seeing positive growth in revenue.
- Transfer from Capital Fund is down \$0.5M, a 3.9% decrease from FY 16. This revenue is related to paying debt service on school construction projects with the dedicated portion of the Income Tax.



## **Expenditures**

An amount equivalent to a 3.0% salary increase for County personnel is in FY 17. The individual budgets include a 2.5% salary increase, as included in the Recommended Budget. The Commissioners took action during Proposed Budget sessions to provide a 3% salary increase. The difference is included in the Reserves section of the Operating Plan. The Adopted Budget will reflect the 3% salary increase in the individual budgets.

## **General Fund:**

### **Carroll County Public Schools Summary**

- Total County funding to benefit Carroll County Public Schools (CCPS) is up \$5.7M, or 3.2% from FY 17.
- In FY 16, the Board of Commissioners voted to temporarily redirect 2.0% of Local Income Tax, traditionally appropriated directly to the Capital Fund for Board of Education construction projects, to the Public Schools operating budget. This is included in the plan for FY 17.

### **Education Other Summary**

- Carroll Community College increases \$0.7M, or 8.9%, in FY 17 for ongoing funding of \$0.5M for salary adjustment and \$0.2M for operating increase.
- Carroll County Public Library is up \$0.2M, or 2.3%, in FY 17, which includes a 2.5% operating increase.

### **Public Safety and Corrections Summary**

- Circuit Court increases \$0.1M, or 5.25%, due to a reorganization of the Court's administration that included the creation of the Interpreter/Pretrial/ADA Coordinator and changed the Deputy Court Administrator from a full-time to a part-time positions.
- Public Safety 911 increases \$0.8M, or 19.1%, due to the addition of an Emergency Communication Specialist, maintenance support for the County's 800 MHz radio communication system, and a one-time contribution to the University of Maryland Shock Trauma Center.
- Total Sheriff Services increases \$0.7M, or 3.6%, for continued implementation of an enhanced salary plan and the one-time purchase of Tasers and commercial truck scales.
- The State's Attorney's budget decreased \$0.2M due to funding planned in FY 16 for the State's Attorney to move from the Circuit Court Annex building into rented space. Funding is now included in the Law Enforcement Facility Renovation project.
- VESA/EMS increases \$0.5M, or 6.9%, due to \$0.1M for a reserve ambulance, and \$0.4M for ongoing operating costs. FY 17 funding includes the third year of a three-year grant match of \$0.3M for Self-Contained Breathing Apparatus.

### **Public Works Summary**

- Public Works increases \$1.0M, or 3.3%, for utility costs, maintenance of the three planned school closures, and five new positions.

### **Citizen Services Summary**

- Citizen Services increases \$61,000, or 2.7%, due to a part-time Veteran Services Coordinator position, a new Bureau Chief position, and one-time funding for gym equipment at Senior Centers, offset by the transfer of Veterans Services shuttle to Public Works Administration.
- Citizen Services - Non-Profits increases \$0.3M, or 8.7%, due to additional funding for:
  - The Arc Carroll County, CHANGE, Inc. and Target
  - Domestic Violence Safe House shelter operations
  - Rape Crisis Intervention Services for school and community outreach efforts
  - Youth Service Bureau drug treatment; and
  - Flying Colors of Success for one-time replacement of a wheelchair lift van

### **Culture and Recreation Summary**

- Recreation and Parks increases \$0.1M, or 4.4%, due to a deck replacement at Bear Branch Nature Center, replacement gutters on the main building at the Sports Complex, and minimum wage effects.

### **General Government Summary**

- The Department of Land Use, Planning and Development was eliminated. The employees and budget were distributed between the newly created Department of Comprehensive Planning and Department of Land and Resource Management.
- Comprehensive Planning increases \$0.1M, or 15.8%, due to a new Comprehensive Planning Technician position.
- Comptroller increases \$52.5K, or 1.6%, due to implementation costs of the new payroll system and advertising for the new County Master Plan.
- Human Resources decreases \$0.2M, or 1.1%, due to a reduction in the transfer to the Health Internal Service Fund partially offset by a new Human Resource Associate position and additional training funding for County personnel.
- Technology Services increases \$0.1M, or 2.5%, primarily due to security upgrades, professional training, and contracted developer services.
- Board of Elections decreases \$9.5K, or 0.9%, due to one-time costs associated with the new optical scan voting system.

### **Debt, Transfers, and Reserves Summary**

- Debt Service increases slightly in FY 17 primarily due to bonds sold for various capital projects.
- Agricultural Land Preservation Debt Service decreases due to planned Installment Purchase Agreement (IPA) easement transactions. The number of property owners interested in the IPA easement has declined. There is an increase in FY 19 and FY 22 due to IPA's maturing. The debt service will be offset by revenue.
- Intergovernmental Transfers increases due to State Aid for Fire and NPDES compliance positions, which are both offset in other budgets, as well as increased payments to Towns based on the Town Program formula.
- Interfund Transfers decreases due to the final transfer of funds to establish the Risk Workers Compensation ISF.

- The Reserve for Contingency is generally set at 1% of the General Fund revenues. Included in FY 17 is the 0.5% difference between the 2.5% salary increase planned and the 3.0% included in the Proposed Budget, and funding for contracted inmate beds.

#### **Other Funds:**

##### **Airport Enterprise Fund**

- Airport increases due to a new Office Associate position.

##### **Septage Facility Enterprise Fund**

- Septage increases \$0.3M, or 22.1%, due to a 4.0M increase in gallons to be processed.

##### **Solid Waste Enterprise Fund**

- Solid Waste Enterprise Fund decreases \$0.8M, or 8.37%, due to a decrease in transfer costs. Currently between 80% and 90% of the waste delivered to the Northern Landfill and Hoods Mill drop off site is transferred to a landfill in Pennsylvania and the remainder buried at Northern Landfill. Beginning in FY 17, the percentage of waste transferred and waste buried will change to approximately 60% and 40% respectively. Burying waste at Northern Landfill will eliminate the cost of transferring the waste to Pennsylvania. The savings will be accumulated to help fund a long-term management plan being developed.

##### **Utilities Enterprise Fund**

- Water and Sewer Enterprise Fund increases \$0.4M, or 3.9% due to an increase in funding to repair, replace, or to rehabilitate capital assets and increase in the city of Baltimore water purchases.

##### **Grant Fund Summary**

- Overall, every \$1.00 of County match/contribution brings in approximately \$6.70 of grant funding.

##### **OPEB Fund Summary**

- The OPEB Fund increases \$0.4M, or 4.3%, due a 9% increase in costs for current retirees offset by a flat contribution from FY 16 for future retirees.

##### **LOSAP Fund Summary**

- LOSAP includes \$100,000 of funding in FY 17.

##### **Special Revenue Fund**

- Watershed Protection and Restoration Fund increases \$1.1M due to debt service on capital projects included in this fund for the first time in FY 17 and the addition of a second NPDES Compliance Specialist position.

##### **Risk Management Workers Compensation ISF Summary**

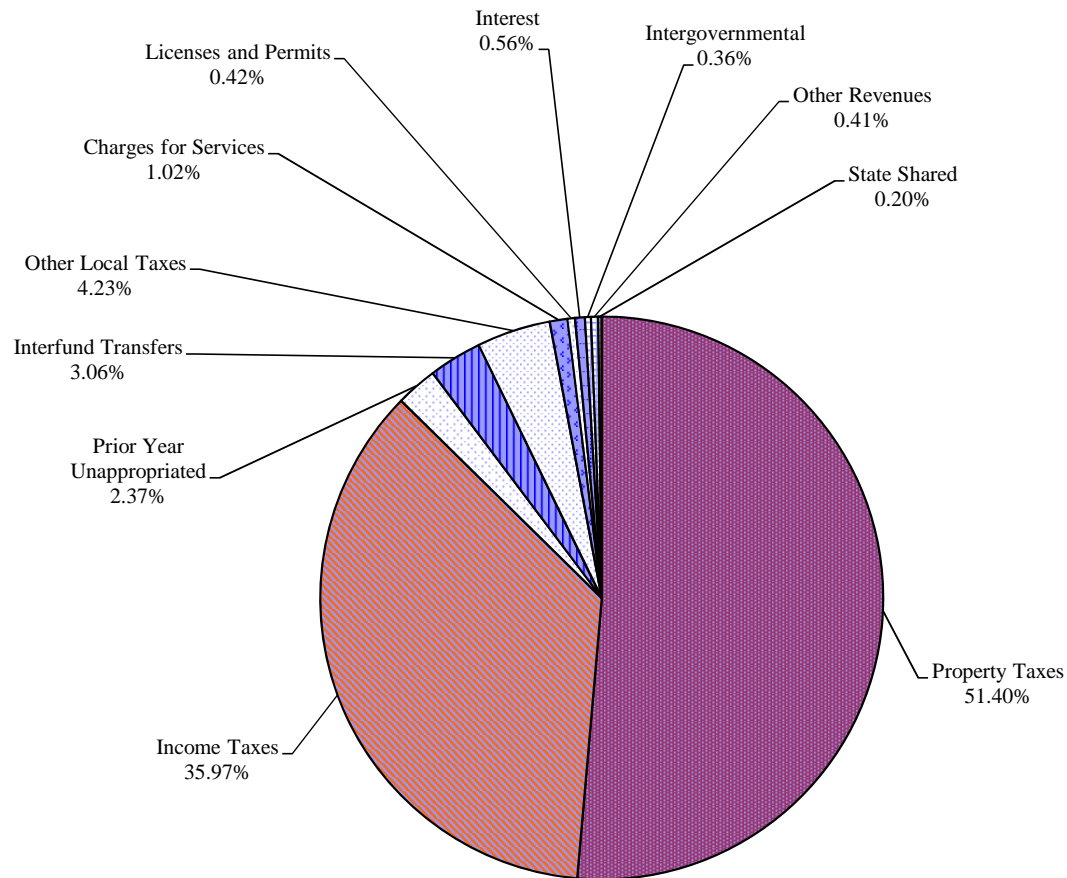
- In FY 16, the Risk Management Workers Compensation Internal Service Fund was established to account for the cost of County's workers compensation claims. Funding of \$1.2M is included in FY 17.

***General Fund Appropriations***

# General Fund Sources - By Category

**Fiscal Year 2017 Budget**

**\$388,407,000**

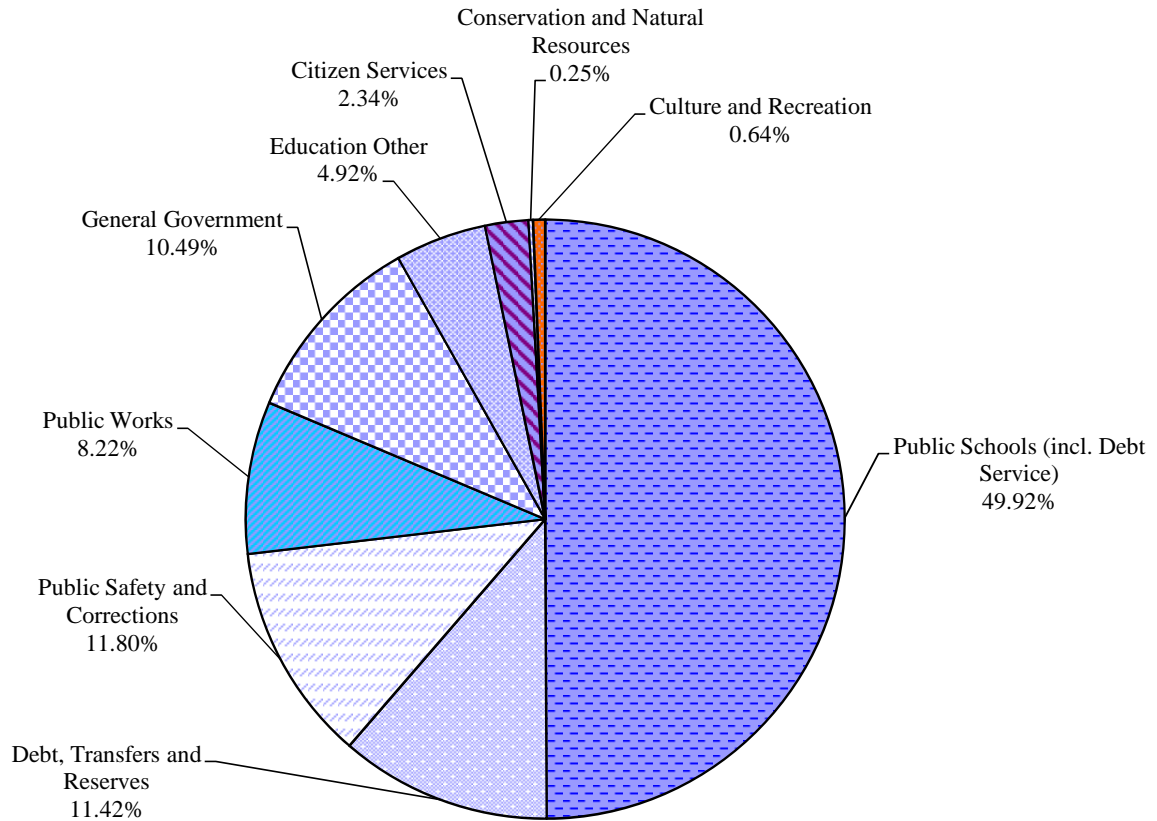


<u>Category</u>	FY 15 Actuals	FY 16 Budget	% Chg from FY 15	FY 17 Budget	% Chg from FY 16
Property Taxes	\$193,069,352	\$195,068,480	1.04%	\$199,647,417	2.35%
Income Taxes	126,688,154	130,842,350	3.28%	139,692,655	6.76%
Prior Year Unappropriated	0	12,324,400	100.00%	9,198,782	-25.36%
Interfund Transfers	15,246,803	14,459,290	-5.17%	11,904,240	-17.67%
Other Local Taxes	13,358,357	15,425,570	15.48%	16,423,050	6.47%
Charges for Services	4,168,363	4,393,010	5.39%	3,964,766	-9.75%
Licenses and Permits	1,600,954	1,606,860	0.37%	1,642,700	2.23%
Interest	1,449,797	2,044,560	41.02%	2,184,020	6.82%
Intergovernmental	1,297,171	1,325,980	2.22%	1,380,350	4.10%
Other Revenues	8,369,096	1,590,510	-81.00%	1,604,420	0.87%
State Shared	887,999	881,310	-0.75%	764,600	-13.24%
Bonds/Notes Proceeds	59,867,601	0	-100.00%	0	0.00%
<b>Total</b>	<b>\$426,003,646</b>	<b>\$379,962,320</b>	<b>-10.81%</b>	<b>\$388,407,000</b>	<b>2.22%</b>

# General Fund Uses - By Category

Fiscal Year 2017 Budget

\$388,407,000



Category	FY 15 Actuals	FY 16 Budget	% Chg from FY 15	FY 17 Budget	% Chg from FY 16
Public Schools (incl. Debt Service)	\$186,155,767	\$188,809,520	1.43%	\$193,889,000	2.69%
Debt, Transfers and Reserves	98,423,367	45,946,490	-53.32%	44,354,980	-3.46%
Public Safety and Corrections	48,238,723	43,633,630	-9.55%	45,824,040	5.02%
Public Works	29,254,096	30,873,790	5.54%	31,942,450	3.46%
General Government	25,657,413	40,525,520	57.95%	40,732,810	0.51%
Education Other	27,678,943	18,171,570	-34.35%	19,114,600	5.19%
Citizen Services	8,868,518	8,677,190	-2.16%	9,093,510	4.80%
Conservation and Natural Resources	1,003,041	943,080	-5.98%	962,840	2.10%
Culture and Recreation	0	2,381,530	0.00%	2,492,770	4.67%
<b>Total</b>	<b>\$428,068,097</b>	<b>\$379,962,320</b>	<b>-11.24%</b>	<b>\$388,407,000</b>	<b>2.22%</b>

# General Fund Revenue Analysis

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

Revenue In Millions	FY 16 Budget	Percent of Total	FY 16 Revised Forecast	Percent of Total	FY 17 Budget	Percent of Total	Cumulative Percent of Total
Real Property	\$182.1	47.9%	\$182.6	47.0%	\$184.6	47.5%	47.5%
Ordinary Business	6.4	1.7%	8.3	2.1%	8.2	2.1%	49.6%
Railroad and Public Utilities	6.6	1.7%	7.0	1.8%	6.8	1.8%	51.4%
<b>Total Property</b>	<b>\$195.1</b>	<b>51.3%</b>	<b>\$197.9</b>	<b>50.9%</b>	<b>\$199.6</b>	<b>51.4%</b>	<b>51.4%</b>
Income Tax	130.8	34.4%	136.8	35.2%	139.7	36.0%	87.4%
Recordation Tax	12.6	3.3%	13.6	3.5%	13.5	3.5%	90.9%
Interest	1.7	0.5%	0.8	0.2%	1.8	0.5%	91.4%
Cable Franchise Fee	1.5	0.4%	1.5	0.4%	1.6	0.4%	91.8%
911 Service Fee	1.0	0.3%	1.0	0.3%	1.0	0.3%	92.1%
Building Permits	0.5	0.1%	0.5	0.1%	0.5	0.1%	92.2%
<b>Total Major Revenues</b>	<b>\$343.2</b>	<b>90.3%</b>	<b>\$352.1</b>	<b>90.6%</b>	<b>\$357.7</b>	<b>92.2%</b>	<b>92.2%</b>
Other Annual Revenues	10.0	2.7%	9.5	2.5%	9.6	2.4%	94.6%
<b>Total Annual Revenues</b>	<b>353.2</b>	<b>93.0%</b>	<b>361.6</b>	<b>93.1%</b>	<b>367.3</b>	<b>94.6%</b>	<b>94.6%</b>
Other Revenues	26.8	7.0%	26.8	6.9%	21.1	5.4%	100.0%
<b>Total Revenue</b>	<b>\$380.0</b>	<b>100.0%</b>	<b>\$388.4</b>	<b>100.0%</b>	<b>\$388.4</b>	<b>100.0%</b>	<b>100.0%</b>

Percentages may not add to 100% due to rounding

## Top Five General Fund Revenues

### *Real Property Tax*

Largest Revenue Source at 47.5% of Total. The Real Property Tax group includes nine separate taxes, credits, and charges. The two most significant are the Real Property Tax and the Homestead Tax Credit.

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

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

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

In FY 12 the Board of Commissioners lowered the rate from \$1.048 per one hundred dollars of assessed value to \$1.028. In FY 13 the Board lowered it again to \$1.018. In FY 15 the Commissioners adopted a \$.01 per \$100 of assessed value Property Tax rebate. Each year the State reassesses one group, resulting in a complete reassessment of the County every three years. The Homestead Tax Credit, set by the County Commissioners, limits annual tax bill increases to no more than 5% each year. Only primary residences are eligible for this credit. Decreased assessments, regardless of the property type, are fully applied in the first year. The total of the assessed values of local property is the County's assessable base, which can change through reassessment and the loss or gain of buildings and personal property.

In order to determine our revenue projection, we consider various sources of information. The first source is the Maryland State Department of Assessments and Taxation (SDAT). They provide assessment estimates in November and March for the current, the upcoming, and the following year. These estimates are the primary source for our Property Tax projections and can be accessed at <http://dat.maryland.gov/Pages/Statistics-Reports.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.



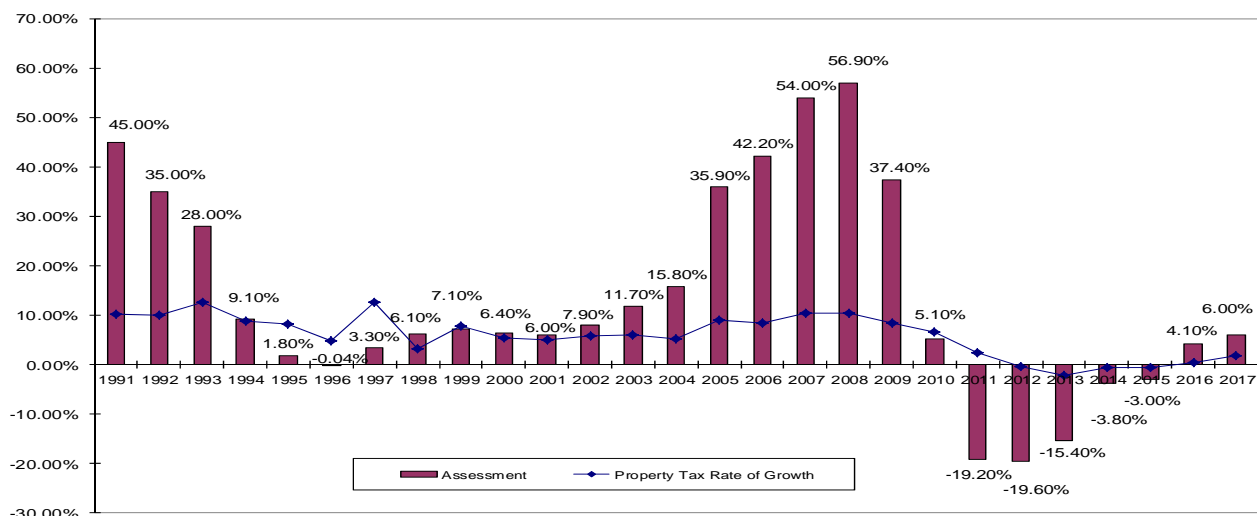
The booming real estate market of the early 2000's began to cool down in 2006 and by 2008 the market had slowed significantly. However, primarily due to the impact of the Homestead Tax Credit, and to a lesser extent growth in reassessments, Property Tax revenue remained fairly strong through FY 10. However,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

The Homestead Tax Credit limits tax increases for owner-occupied residential properties during times of high assessment growth. This cap was originally established in FY 96 at 10% as a way to limit the amount a property tax bill could increase. During FY 06, the Commissioners lowered this credit to 7%. By lowering this cap during a time of rising reassessments a reserve of deferred growth was created. The thinking was that as assessments slowed or flattened, taxable assessments would catch up with actual assessments. The result was several years of 7% growth in property taxes. Whether assessments were rising, slowing, or flattening, the expectation was there would be a predictable growth pattern. In FY 11 the Commissioners lowered this credit to 5%.

The hope for a fairly steady growth pattern in Carroll was undercut by sharp decreases in assessments in all three Groups. From FY 11 to FY 13, reassessments 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 is also showing a positive reassessment of 6.0%, resulting in 1.4% growth in Real Property Tax revenue. The expectation for FY 18 – 22 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 36.0% 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.

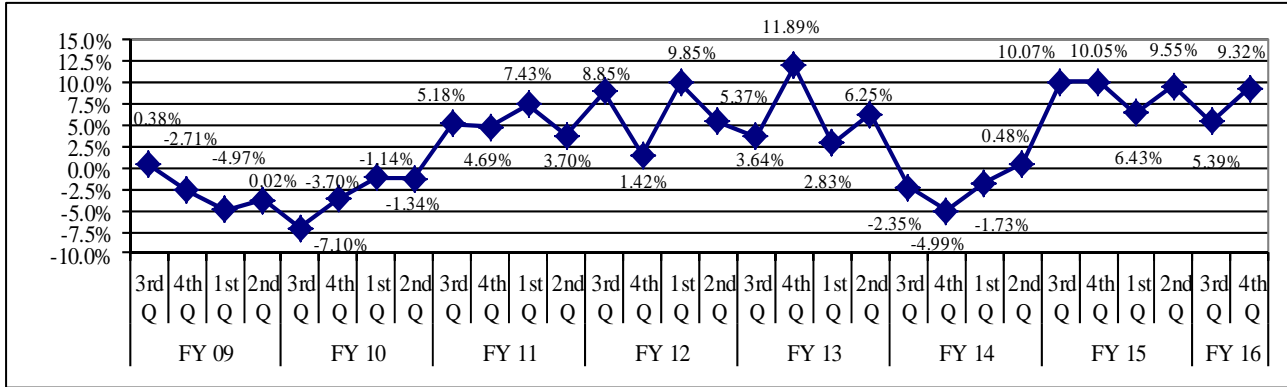
Income Tax is primarily General Fund revenue; however, 9.09% of Income Tax is traditionally dedicated to the capital budget for school construction and debt service. The Commissioners reduced the percentage of Income Tax going to school capital and debt to 7.09% in FY 16 through FY 17, 7.59% in FY 18, and to 8.09% in FY 19, with dedicated funding returning to 9.09% in FY 20. The difference from 9.09% 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 17 is budgeted at \$139.7M, which is \$8.9M above the FY 16 Budget of \$130.8M, or a 6.8% increase. The growth of 6.8% over FY 16 is primarily due to the expected growth in major distributions, which includes withholdings and estimated payments. The first two FY 16 distributions showed, respectively, 5% and 9% growth from the prior year. These distributions came in higher than planned growth of 4.5%, but it is too early to predict if this trend will continue for the remainder of FY 16. Historically, Carroll's growth has been higher than the State-wide figure. The main reason for this expectation is that Carroll's income levels are higher than the State-wide average, and Carroll's unemployment rate is lower than the state-wide average. In addition, a higher proportion of Carroll's income taxes come from withholding of wages and salaries.

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

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

## Growth on Quarterly Income Tax Distributions



### Recordation

Third Largest Revenue Source at 3.5% of Total. Recordation Tax is calculated on the value of recorded mortgages, deeds, and other documents conveying title or creating liens on real and personal property. Recordation revenue is directly affected by the economy and housing market.

Recordation spiked in the middle part of the 2000's due to low interest rates, strong housing demand, and rapidly rising home values. This revenue reached an all-time high of \$22.8M in FY 06. However, with the struggling housing market, recordation plummeted from the high in FY 06 to a bottom of \$7.7M in FY 11. Recordation has been improving since FY 11 and is expected to reach \$13.6M in FY 16. FY 17 is projected to show continued growth due to increased activity in the housing market and is projected at \$13.5M.

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

	2014	2015	% Change
Sold Dollar Volume	548.0M	671.2M	22.48%
Average Sold Price	298,000	300,000	0.67%
Units Sold	1,836	2,239	21.95%
Average Days on Market	84	93	10.71%

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

## ***Ordinary Business***

Fourth Largest Revenue Source at 2.1% 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/Statistics-Reports.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 projected to be \$7.0M in FY 16 and is budgeted at \$6.9M in FY 17. The State of Maryland provides assessment estimates can be accessed at:

<http://dat.maryland.gov/Pages/Statistics-Reports.aspx>.

## **Other Revenues of Note**

### ***Interest Income***

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

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

During FY 08 the housing market slowed dramatically. The Federal Reserve reacted by lowering the federal funds rate from 5.25% to 2.00%. During FY 09, as the economy continued to struggle, the rate was lowered several more times. Ultimately it reached the 0% – 0.25% target range. The Federal Reserve raised interest rates in December 2015 to 0.25%-0.5%. Recent Federal Reserve statements suggest it will remain at this level at least through mid-2016 (FY 17).

As a result of these rate reductions, short-term investment rates dropped. Callable investments were called early. Short-term investments were reinvested at lower rates while longer term investments haven't earned much more. These dramatic decreases have directly impacted our interest income. In FY 07 and 08 we collected \$8.6M. This amount dropped to \$4.0M in FY 09 followed by \$1.4M in FY 10 and \$1.1M in FY 11. FY 16 is projected at \$0.8M.

The FY 16 weighted average of the current portfolio is 0.32%. This is up from 0.28% in FY 15 and a decrease from 0.27% in FY 14. Previously, the weighted average was 0.28% in FY 13, 0.34% in FY 12, 0.46% in FY 11, 0.67% in FY 10, and 2.0% in FY 09. The market rate for short-term investments is 0.12%. Getting rates higher than this is difficult and requires longer commitments. In FY 17, interest income is projected to increase to \$1.8M to correspond with the lifting of interest rates from the Federal Reserve. Projections will decrease if the Federal Reserve delays increasing interest rates. This budget is primarily based on a \$150M portfolio earning an average rate of 0.875% in FY 17. This revenue also includes approximately \$0.45M annually in interest associated with older Installment Purchase Agreements.

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

The County charges a fee to Comcast for the ability to provide cable services in Carroll County. This fee is equal to five percent of specific categories of annual cable gross revenues. Forty percent of this amount is dedicated to funding the Community Media Center for Public, Educational, and Government programming. Previously, the County restricted the use of this fee. As part of the FY 16 budget process, the Commissioners elected to no longer restrict the Cable Franchise Fee. The annual revenue is estimated at \$1.6M in FY 17.

### ***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. With some decrease associated with the transition away from land lines, the FY 13 budget was lowered to \$1.0M and is projected to continue at \$1.0M in FY 17 and beyond.

### ***Building Permits***

Building permit fees are collected for construction and modification of residential and commercial/industrial buildings. Until FY 07 building permits generated at least \$1M annually; however, a combination of a housing market slowdown and changes in the Maryland Department of Environment's water requirements led to a significant reduction in revenue. Our projection for FY 16 is \$0.5M. Based on current trends in the housing market, the budget for FY 17 is \$0.5M.

### ***Annual Revenues***

Annual revenues, ranging from Property Taxes to park entrance fees, generate approximately 95.4% of total revenue. Individually, these revenues may experience varying levels of growth or decline. However, as a whole, revenues have shown positive growth over the past ten years. FY 17 is budgeted to grow \$15.0M, or 4.2%, from FY 16.

### ***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 \$11.6M in FY 17 is dedicated Local Income Tax revenue for Public School construction that is transferred from the Capital Fund to the General Fund to pay for school related debt service. The second largest is prior year unappropriated reserve, which is commonly referred to as the surplus. Also included in FY 17 is use of current year surplus. In FY 16, the County created an Internal Service Fund (ISF) for Workers Compensation claims. Prior to FY 16, payment of claims and recognition of future liabilities were captured in the General Fund. In order to transfer the liability to the ISF, the liability will be released from the General Fund creating a current year surplus. The final transfer of the remaining liability is expected to take place in FY 17.

# Assessable Base

## Comparison of Maryland Jurisdictions by Property Type

Jurisdiction	FY 14			FY 15			FY 16		
	Commercial/ Industrial	Residential	Agricultural	Commercial/ Industrial	Residential	Agricultural	Commercial/ Industrial	Residential	Agricultural
Baltimore City	23.51%	72.93%	3.56%	24.48%	71.90%	3.62%	24.45%	71.77%	3.78%
Washington	21.71%	77.66%	0.63%	22.43%	76.94%	0.63%	22.87%	76.51%	0.63%
Allegany	37.80%	62.20%	0.00%	38.75%	61.25%	0.00%	39.77%	60.23%	0.00%
Prince George's	26.83%	71.84%	1.33%	27.49%	71.20%	1.31%	28.00%	70.69%	1.31%
Wicomico	11.52%	86.08%	2.40%	11.48%	86.14%	2.38%	11.31%	86.35%	2.34%
Baltimore Co.	15.34%	70.39%	14.26%	16.09%	69.64%	14.26%	16.84%	68.72%	14.44%
Anne Arundel	12.31%	82.23%	5.46%	12.84%	81.83%	5.34%	12.81%	81.91%	5.28%
Frederick	19.69%	74.88%	5.43%	19.78%	74.79%	5.43%	20.05%	74.56%	5.39%
Cecil	18.58%	78.65%	2.77%	18.60%	78.70%	2.70%	19.49%	77.88%	2.63%
Montgomery	18.46%	71.40%	10.14%	17.23%	72.27%	10.50%	17.41%	72.21%	10.38%
Howard	19.63%	75.54%	4.83%	19.81%	75.41%	4.78%	19.93%	75.35%	4.72%
Dorchester	9.83%	85.26%	4.90%	10.65%	83.98%	5.37%	10.74%	83.94%	5.32%
Harford	18.09%	78.87%	3.03%	18.71%	78.32%	2.97%	19.61%	77.48%	2.91%
Somerset	20.60%	78.46%	0.94%	20.78%	78.28%	0.94%	20.88%	78.18%	0.93%
Charles	13.34%	73.40%	13.27%	13.65%	73.01%	13.33%	13.32%	73.21%	13.46%
Worcester	21.51%	78.11%	0.39%	22.26%	77.37%	0.37%	23.00%	76.64%	0.36%
Caroline	31.19%	68.74%	0.08%	31.19%	68.45%	0.36%	31.06%	68.59%	0.35%
Kent	11.90%	78.14%	9.96%	12.05%	78.10%	9.85%	12.19%	78.01%	9.80%
<b>Carroll</b>	<b>13.41%</b>	<b>81.26%</b>	<b>5.34%</b>	<b>13.32%</b>	<b>81.37%</b>	<b>5.31%</b>	<b>13.65%</b>	<b>81.04%</b>	<b>5.31%</b>
Queen Anne's	17.96%	72.02%	10.02%	18.16%	71.40%	10.44%	18.10%	71.25%	10.65%
Calvert	11.34%	77.20%	11.46%	11.82%	76.68%	11.50%	12.25%	76.26%	11.49%
Talbot	28.87%	66.36%	4.77%	29.27%	65.90%	4.84%	29.42%	65.83%	4.75%
St. Mary's	24.07%	70.96%	4.98%	24.19%	70.89%	4.92%	24.69%	70.45%	4.86%
Garrett	16.03%	82.05%	1.92%	16.05%	82.10%	1.84%	16.03%	82.10%	1.86%
<b>State Total</b>	<b>22.89%</b>	<b>75.28%</b>	<b>1.83%</b>	<b>23.40%</b>	<b>74.78%</b>	<b>1.82%</b>	<b>23.87%</b>	<b>74.36%</b>	<b>1.78%</b>

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 15 Actuals	FY 16 Budget	FY 17 Budget	Increase (Decrease)	% Change
Real Property Tax	\$180,598,075	\$181,730,900	\$184,399,190	\$2,668,290	1.47%
Property Tax Rebate	(1,773,546)	0	0	0	0.00%
Taxes - Discounts	(778,675)	(780,000)	(800,000)	(20,000)	2.56%
Senior Tax Credit	(11,406)	(20,000)	(20,000)	0	0.00%
Penalty and Interest	800,088	940,000	800,000	(140,000)	-14.89%
Homestead Tax Credit	(203,433)	(184,320)	(228,073)	(43,753)	23.74%
Personal Property Tax	258,137	250,000	250,000	0	0.00%
Railroad and Public Utility	6,798,541	6,577,900	6,850,300	272,400	4.14%
Ordinary Business Tax	6,503,003	6,109,000	7,931,000	1,822,000	29.82%
Prior Years Taxes Deferred	707,335	300,000	300,000	0	0.00%
Heavy Equipment Tax	106,554	80,000	100,000	20,000	25.00%
Semi-Annual Service Charges	64,680	65,000	65,000	0	0.00%
<b>Total Local Property Taxes</b>	<b>\$193,069,352</b>	<b>\$195,068,480</b>	<b>\$199,647,417</b>	<b>\$4,578,937</b>	<b>2.35%</b>
<b>Income Tax</b>	<b>\$126,688,154</b>	<b>\$130,842,350</b>	<b>\$139,692,655</b>	<b>\$8,850,305</b>	<b>6.76%</b>
Admissions	\$353,936	\$298,700	\$306,000	\$7,300	2.44%
PILOT	25,961	25,960	25,960	0	0.00%
911 Service Fee	1,089,823	1,000,000	1,030,000	30,000	3.00%
Cable Franchise Fee	0	1,500,910	1,561,090	60,180	4.01%
Recordation Fee	11,888,637	12,600,000	13,500,000	900,000	7.14%
<b>Other Local Taxes</b>	<b>\$13,358,357</b>	<b>\$15,425,570</b>	<b>\$16,423,050</b>	<b>\$997,480</b>	<b>6.47%</b>
State Aid - Police Protection	\$887,999	\$881,310	\$764,600	(\$116,710)	-13.24%
<b>Total State Shared Taxes</b>	<b>\$887,999</b>	<b>\$881,310</b>	<b>\$764,600</b>	<b>(\$116,710)</b>	<b>-13.24%</b>
Beer, Wine, Liquor Licenses	\$205,064	\$201,600	\$201,600	\$0	0.00%
Amusements	6,607	5,500	5,500	0	0.00%
Traders Licenses	125,180	130,000	130,000	0	0.00%
Mobile Home Licenses	64,188	63,700	63,700	0	0.00%
Animal Licenses	65,759	75,000	75,000	0	0.00%
Kennel Licenses	17,475	25,000	18,000	(7,000)	-28.00%
Building Permits	545,265	549,000	549,000	0	0.00%
Plumbing Licenses	43,748	15,400	45,000	29,600	192.21%
Marriage Licenses	33,390	32,000	32,000	0	0.00%
Electrical Licenses	47,518	20,000	45,000	25,000	125.00%
Utility Construction Permits	34,090	33,000	33,000	0	0.00%
Electrical Permits	211,920	206,000	175,000	(31,000)	-15.05%
Grading Permits	(9,453)	21,500	21,500	0	0.00%
Use and Occupancy Certificates	21,950	25,000	25,000	0	0.00%
Zoning Certificates/Ordinances	2,046	2,400	2,400	0	0.00%
Plumbing Permits	179,534	197,760	170,000	(27,760)	-14.04%
Reinspection/Fire Inspection Fees	6,675	4,000	51,000	47,000	1175.00%
<b>Total Licenses and Permits</b>	<b>\$1,600,955</b>	<b>\$1,606,860</b>	<b>\$1,642,700</b>	<b>\$35,840</b>	<b>2.23%</b>



# General Fund Operating Revenues

Revenue	FY 15 Actuals	FY 16 Budget	FY 17 Budget	Increase (Decrease)	% Change
State Aid - Fire Protection	\$301,854	\$343,000	\$400,000	\$57,000	16.62%
Bond Interest Subsidy	785,866	780,420	773,350	(7,070)	-0.91%
State Aid - Various Reimbursements	28,646	0	0	0	0.00%
Grand and Petit Jury Reimbursement	37,890	56,000	56,000	0	0.00%
Circuit Court Master Reimbursement	142,916	146,560	151,000	4,440	3.03%
<b>Total Intergovernmental</b>	<b>\$1,297,171</b>	<b>\$1,325,980</b>	<b>\$1,380,350</b>	<b>\$54,370</b>	<b>4.10%</b>
Lien Certification	\$208,143	\$200,000	\$210,000	\$10,000	5.00%
Data Processing Services	3,916	5,500	5,500	0	0.00%
Hearing Fees - Board of Zoning Appeals	11,485	12,000	12,000	0	0.00%
Copy Fees	14,603	13,000	14,000	1,000	7.69%
Health Dept	54,495	61,800	61,800	0	0.00%
Hearing Fees - Zoning Administration	9,000	10,000	10,000	0	0.00%
<b>Total General Government</b>	<b>\$301,642</b>	<b>\$302,300</b>	<b>\$313,300</b>	<b>\$11,000</b>	<b>3.64%</b>
Sheriff Salary Recovery	\$311	\$1,000	\$1,000	\$0	0.00%
Sheriff Fees	102,594	117,000	103,000	(14,000)	-11.97%
Sheriff - Town Deputy	96,956	97,000	102,500	5,500	5.67%
Detention Center	167,003	206,000	171,600	(34,400)	-16.70%
Detention Center - Commissary	64,064	60,000	43,000	(17,000)	-28.33%
Detention Center - Home Detention	14,242	15,500	15,500	0	0.00%
Detention Center - Juvenile Transport	47,114	63,000	45,000	(18,000)	-28.57%
Detention Center - Work Release	80,718	80,000	80,000	0	0.00%
Citations	9,000	0	5,000	5,000	100.00%
Circuit Court Annex - Rent and Heat	12,994	13,000	13,000	0	0.00%
Inspection Fees - Roads	175,642	125,000	150,000	25,000	20.00%
Inspection Fees - Development Review	8,440	7,500	5,000	(2,500)	-33.33%
Sex Offender Registry	29,200	29,200	25,200	(4,000)	-13.70%
State Criminal Alien Asst. Program	7,789	11,000	8,000	(3,000)	-27.27%
<b>Total Public Safety</b>	<b>\$816,068</b>	<b>\$825,200</b>	<b>\$767,800</b>	<b>(\$57,400)</b>	<b>-6.96%</b>
Vehicle Maintenance	\$464,899	\$444,960	\$478,850	\$33,890	7.62%
Road Maintenance	198,216	104,000	120,000	16,000	15.38%
Development Review Fees	99,979	154,500	100,000	(54,500)	-35.28%
Flood Plain Review Fees	1,000	5,000	4,000	(1,000)	-20.00%
Fuel Recovery	763,663	905,000	630,000	(275,000)	-30.39%
Stormwater/Environmental Review Fees	28,334	33,500	33,500	0	0.00%
Engineering Review Fees	18,030	26,000	24,000	(2,000)	-7.69%
Forest Conservation Review Fees	52,880	26,000	26,000	0	0.00%
Tower Fees	7,500	0	0	0	0.00%
Stormwater Maintenance Fees	3,647	78,790	0	(78,790)	-100.00%
Weed Control	41,587	45,000	45,000	0	0.00%
<b>Total Public Works</b>	<b>\$1,679,734</b>	<b>\$1,822,750</b>	<b>\$1,461,350</b>	<b>(\$361,400)</b>	<b>-19.83%</b>

# General Fund Operating Revenues

Revenue	FY 15 Actuals	FY 16 Budget	FY 17 Budget	Increase (Decrease)	% Change
Hashawha General Public Programs	\$5,007	\$6,000	\$6,000	\$0	0.00%
Hashawha Concessions	1,672	800	800	0	0.00%
Hashawha Fees	206,121	250,000	250,000	0	0.00%
Hashawha Outdoor School Meals	148,400	154,000	154,000	0	0.00%
Hashawha School Programs	9,485	10,000	10,000	0	0.00%
Bear Branch Programs	3,231	4,000	4,000	0	0.00%
Farm Museum Admissions	24,520	30,000	30,000	0	0.00%
Farm Museum Concessions	21,220	35,000	35,000	0	0.00%
Farm Museum Sponsors	15,200	40,000	20,000	(20,000)	-50.00%
Farm Museum Wine Festival	379,362	390,000	390,000	0	0.00%
Piney Run Admissions	178,172	165,000	175,000	10,000	6.06%
Piney Run Boat Rentals	64,240	53,560	60,000	6,440	12.02%
Piney Run Concessions	11,895	12,500	11,500	(1,000)	-8.00%
Piney Run Programs	6,571	17,000	9,616	(7,384)	-43.44%
Piney Run Nature Center Concessions	1,968	2,000	2,000	0	0.00%
Piney Run Nature Center Facility	1,218	2,200	2,200	0	0.00%
Piney Run Nature Center Programs	14,332	18,000	14,000	(4,000)	-22.22%
Piney Run Nature Camp	62,565	58,000	58,000	0	0.00%
Pavilion and Facility Rentals	54,945	41,000	50,000	9,000	21.95%
Sports Complex Advertisement	100	2,500	0	(2,500)	-100.00%
Sports Complex Concessions	2,813	5,000	5,000	0	0.00%
Sports Complex Rent/Lighting	43,929	50,000	45,000	(5,000)	-10.00%
Sports Complex Tournament Fees	3,575	0	2,000	2,000	100.00%
Park Facility Rental	6,410	4,300	5,400	1,100	25.58%
Dog Park Memberships	5,585	5,400	4,300	(1,100)	-20.37%
Bus Trip Revenue	1,390	0	0	0	0.00%
<b>Total Recreation</b>	<b>\$1,273,926</b>	<b>\$1,356,260</b>	<b>\$1,343,816</b>	<b>(\$12,444)</b>	<b>-0.92%</b>
Westminster Senior Center Classes	\$13,651	\$14,500	\$14,500	\$0	0.00%
North Carroll Senior Center Classes	22,030	22,000	22,000	0	0.00%
South Carroll Senior Center Classes	23,233	27,000	24,000	(3,000)	-11.11%
Taneytown Senior Center Classes	4,880	5,000	4,000	(1,000)	-20.00%
Mt. Airy Senior Center Classes	15,882	18,000	14,000	(4,000)	-22.22%
Transportation Tickets	17,317	0	0	0	0.00%
<b>Total Aging</b>	<b>\$96,993</b>	<b>\$86,500</b>	<b>\$78,500</b>	<b>(\$8,000)</b>	<b>-9.25%</b>
Circuit Court Fines	\$36,052	\$40,000	\$35,000	(\$5,000)	-12.50%
Liquor License Fines	25,050	5,000	10,000	5,000	100.00%
Animal Violation Fines	11,600	13,400	12,000	(1,400)	-10.45%
Humane Society Impound Fees	23,848	25,000	25,000	0	0.00%
Parking Violations	260	1,000	1,000	0	0.00%
<b>Total Fines and Forfeits</b>	<b>\$96,810</b>	<b>\$84,400</b>	<b>\$83,000</b>	<b>(\$1,400)</b>	<b>-1.66%</b>

# General Fund Operating Revenues

Revenue	FY 15 Actuals	FY 16 Budget	FY 17 Budget	Increase (Decrease)	% Change
Interest - Miscellaneous Loans	\$58,441	\$50,000	\$50,000	\$0	0.00%
Interest - Fire Company Loans	372,120	343,760	319,020	(24,740)	-7.20%
Investment Interest	970,305	1,650,800	1,815,000	164,200	9.95%
Unrealized Gains/Losses	48,931	0	0	0	0.00%
Rents and Royalties	6,979,485	176,260	180,000	3,740	2.12%
Cell Tower Rent	31,947	32,000	32,000	0	0.00%
Rent - Family Law	6,600	6,600	6,600	0	0.00%
Humane Society Refunds	10,089	0	0	0	0.00%
Advertising - Liquor Licenses	10,501	6,000	6,000	0	0.00%
Phone/Pager Reimbursement	1	0	0	0	0.00%
Jury Duty	352	0	0	0	0.00%
Postage	21,536	17,000	20,000	3,000	17.65%
Equipment Sales	119,780	135,000	135,000	0	0.00%
Woodland Management	15	0	0	0	0.00%
Land Sales	72,000	0	0	0	0.00%
Purchasing Card Rebate	36,435	15,000	20,000	5,000	33.33%
Miscellaneous	107,723	230,000	230,000	0	0.00%
Activities - Farm Museum General	52,911	55,000	55,000	0	0.00%
<b>Total Other</b>	<b>\$8,899,173</b>	<b>\$2,717,420</b>	<b>\$2,868,620</b>	<b>\$151,200</b>	<b>5.56%</b>
Health Department	\$6,685	\$5,500	\$6,000	\$500	9.09%
Pension Recovery - Enterprise and Grants	345,441	340,000	347,000	7,000	2.06%
OPEB Recovery - Enterprise and Grants	266,108	280,000	280,000	0	0.00%
State Retirement Recovery - Enterprise & Grants	13,375	13,000	9,000	(4,000)	-30.77%
County Attorney Fees	191,302	194,750	194,820	70	0.04%
<b>Total Cost Recovery</b>	<b>\$822,910</b>	<b>\$833,250</b>	<b>\$836,820</b>	<b>\$3,570</b>	<b>0.43%</b>
<b>Total Annual Revenue</b>	<b>\$350,889,243</b>	<b>\$353,178,630</b>	<b>\$367,303,978</b>	<b>\$14,125,348</b>	<b>4.00%</b>
Prior Year Unappropriated Reserve	\$0	\$10,245,750	\$9,002,668	(\$1,243,082)	-12.13%
Current Year Surplus	0	2,078,650	196,114	(1,882,536)	-90.57%
Special Revenue Fund: Hotel Rental Tax	251,325	351,200	315,830	(35,370)	-10.07%
Special Revenue Fund: Cable Franchise Fee	966,359	2,050,000	0	(2,050,000)	-100.00%
Transfer from Capital Fund	14,029,119	12,058,090	11,588,410	(469,680)	-3.90%
General Obligation Bond Premium	7,290,919	0	0	0	0.00%
Refunding Bonds Issued	52,576,682	0	0	0	0.00%
<b>Total Operating Revenue</b>	<b>\$426,003,646</b>	<b>\$379,962,320</b>	<b>\$388,407,000</b>	<b>\$10,327,216</b>	<b>2.72%</b>

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

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

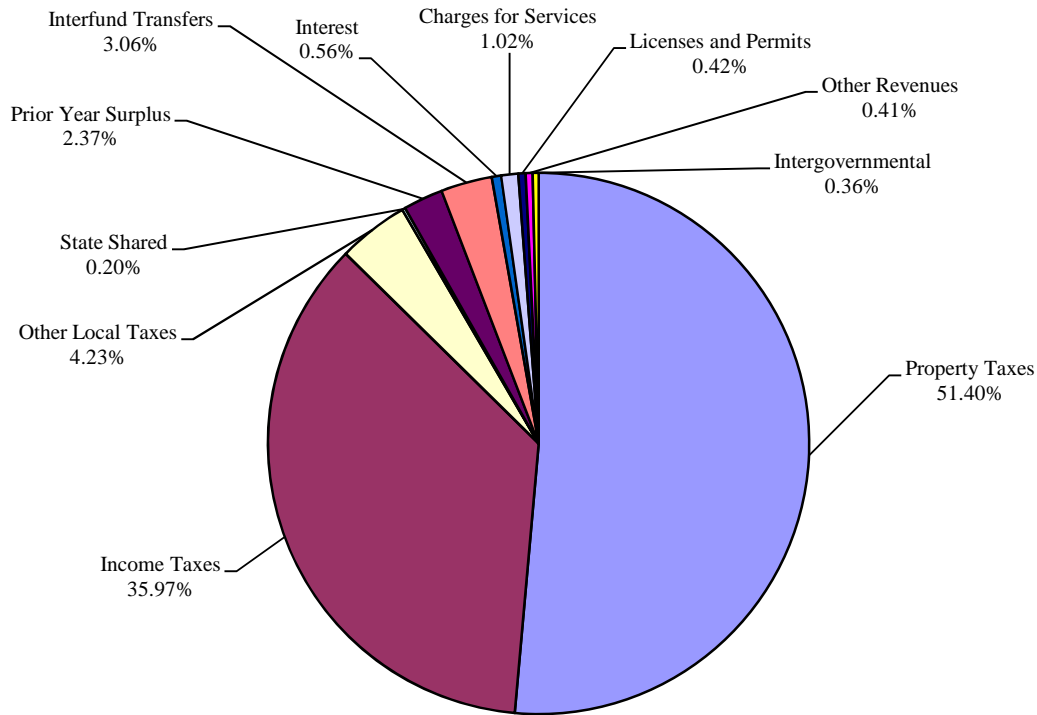
Special Revenue Fund: Cable Franchise Fee      Dedicated Cable Franchise Fee revenue transferred into the General Fund to pay expenses related to public service programming on cable television. In FY 16, the County Commissioners converted the Cable Franchise Fee into an unrestricted General Fund revenue.

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

# Operating Budget Revenues

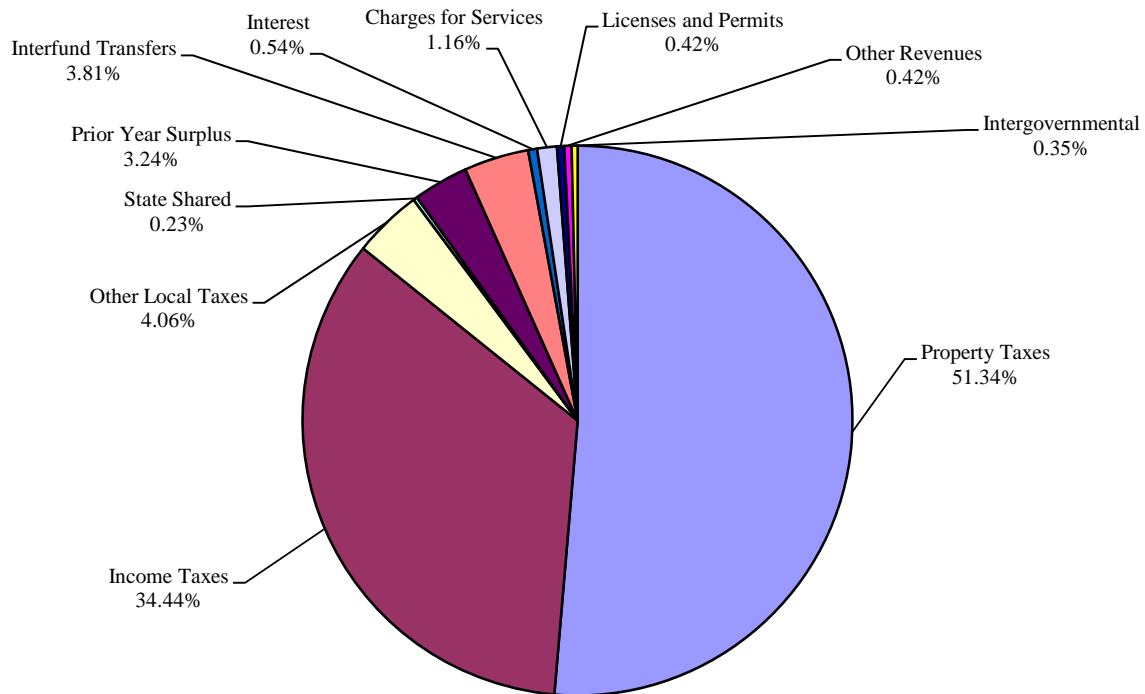
## Fiscal Year 2017 Budget

**\$388,407,000**



## Fiscal Year 2016 Budget

**\$379,962,320**



# *Operating Plan*

# SIX-YEAR OPERATING REVENUE

		FY 17	FY 18	FY 19	FY 20	FY 21	FY 22
		Budget	Planned	Planned	Planned	Planned	Planned
<b>Real Property - All Funds</b>		\$185,322,617	\$188,441,592	\$192,730,832	\$198,574,921	\$204,614,621	\$210,829,716
	% Change	1.39%	1.68%	2.28%	3.03%	3.04%	3.04%
<b>Property Tax directly in Capital Fund</b>		(806,500)	(2,800,400)	(2,846,700)	(2,998,000)	(3,085,000)	(3,147,800)
	% Change	10.90%	247.23%	1.65%	5.31%	2.90%	2.04%
<b>Railroad and Public Utility</b>		6,850,300	6,850,800	6,813,100	6,775,800	6,738,600	6,701,800
	% Change	4.14%	0.01%	-0.55%	-0.55%	-0.55%	-0.55%
<b>Total Business Tax</b>		8,181,000	8,262,810	8,345,450	8,428,900	8,513,190	8,598,320
	% Change	28.65%	1.00%	1.00%	1.00%	1.00%	1.00%
<b>Total Property Tax</b>		<b>\$199,547,417</b>	<b>\$200,754,802</b>	<b>\$205,042,682</b>	<b>\$210,781,620</b>	<b>\$216,781,411</b>	<b>\$222,982,037</b>
	% Change	2.34%	0.61%	2.14%	2.80%	2.85%	2.86%
<b>Income Tax</b>		\$139,692,655	\$145,618,112	\$151,405,451	\$156,430,480	\$163,469,852	\$170,825,995
	% Change	6.76%	4.24%	3.97%	3.32%	4.50%	4.50%
<b>Recordation</b>		13,500,000	14,175,000	14,812,875	15,442,422	16,060,119	16,662,374
	% Change	7.14%	5.00%	4.50%	4.25%	4.00%	3.75%
<b>Cable Franchise Fee</b>		1,561,090	1,623,530	1,688,500	1,756,000	1,826,250	1,899,300
	% Change	4.01%	4.00%	4.00%	4.00%	4.00%	4.00%
<b>Building Permits</b>		549,000	581,940	611,037	635,478	654,543	667,634
	% Change	0.00%	6.00%	5.00%	4.00%	3.00%	2.00%
<b>911 Service Fee</b>		1,030,000	1,030,000	1,030,000	1,030,000	1,030,000	1,030,000
	% Change	3.00%	0.00%	0.00%	0.00%	0.00%	0.00%
<b>Investment Interest</b>		1,815,000	2,650,000	3,535,000	4,470,000	5,000,000	6,000,000
	% Change	9.95%	46.01%	33.40%	26.45%	11.86%	20.00%
<b>Total Major Revenues</b>		<b>\$357,695,163</b>	<b>\$366,433,384</b>	<b>\$378,125,544</b>	<b>\$390,546,001</b>	<b>\$404,822,175</b>	<b>\$420,067,339</b>
	% Change	4.24%	2.44%	3.19%	3.28%	3.66%	3.77%
<b>Tier 2 Revenues *</b>		\$5,838,019	\$6,263,154	\$6,451,053	\$6,644,584	\$6,843,921	\$7,049,239
	% Change	-6.62%	7.28%	3.00%	3.00%	3.00%	3.00%
<b>Tier 3 Revenues **</b>		3,770,796	3,883,928	4,000,451	4,120,463	4,244,075	4,371,395
	% Change	-0.65%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Annual Revenues</b>		<b>\$367,303,978</b>	<b>\$376,580,466</b>	<b>\$388,577,048</b>	<b>\$401,311,049</b>	<b>\$415,910,171</b>	<b>\$431,487,974</b>
	% Change	4.00%	2.53%	3.19%	3.28%	3.64%	3.75%
<b>Prior Year Unappropriated Reserve</b>		\$9,002,668	\$5,031,788	\$4,673,045	\$4,765,806	\$3,885,768	\$4,013,113
	% Change	-12.13%	-44.11%	-7.13%	1.99%	-18.47%	3.28%
<b>Current Year Surplus</b>		196,114	-	1,201,212	-	-	246,000
	% Change	-90.57%	-100.00%	100.00%	-100.00%	0.00%	100.00%
<b>Transfer from Special Revenue Fund</b>		315,830	325,305	335,064	345,116	355,469	366,134
	% Change	-86.85%	3.00%	3.00%	3.00%	3.00%	3.00%
<b>Transfer from Capital Fund - Income Tax for Debt Service</b>		11,588,410	11,064,790	10,711,500	10,539,800	11,907,200	13,497,930
	% Change	-3.90%	-4.52%	-3.19%	-1.60%	12.97%	13.36%
<b>Total Revenues</b>		<b>\$388,407,000</b>	<b>\$393,002,350</b>	<b>\$405,497,870</b>	<b>\$416,961,771</b>	<b>\$432,058,610</b>	<b>\$449,611,152</b>
	% Change	2.22%	1.18%	3.18%	2.83%	3.62%	4.06%

\* 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 2017 - 2022

Department/Agency	FY 17 Budget	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned
<b>Public Schools</b>						
Carroll County Public Schools	181,852,000	184,364,400	187,391,000	192,191,500	200,905,000	208,600,000
Carroll County Public Schools Debt Service	12,037,000	11,425,920	11,005,420	10,712,530	12,002,400	13,499,670
Teacher Pension	0	0	0	0	0	0
<b>Total Public Schools</b>	<b>193,889,000</b>	<b>195,790,320</b>	<b>198,396,420</b>	<b>202,904,030</b>	<b>212,907,400</b>	<b>222,099,670</b>
<b>Education Other</b>						
Cable Regulatory Commission	135,410	142,180	149,290	156,750	164,590	172,820
Carroll Community College	8,523,370	8,779,070	9,042,440	9,313,720	9,593,130	9,880,920
Carroll County Public Library	9,815,120	10,065,900	10,389,620	10,726,600	11,077,720	11,443,810
Community Media Center	640,700	658,640	666,270	692,920	720,640	749,470
<b>Total Education Other</b>	<b>19,114,600</b>	<b>19,645,790</b>	<b>20,247,620</b>	<b>20,889,990</b>	<b>21,556,080</b>	<b>22,247,020</b>
<b>Public Safety and Correction</b>						
Circuit Court	2,101,540	2,160,720	2,227,870	2,307,900	2,380,260	2,455,270
Circuit Court Magistrates	512,290	499,640	515,380	531,750	548,800	566,590
Orphan's Court	60,510	60,820	61,150	61,480	61,820	62,180
Volunteer Community Service Program	195,120	200,370	206,760	213,420	220,330	227,550
<b>Total Courts</b>	<b>2,869,460</b>	<b>2,921,550</b>	<b>3,011,160</b>	<b>3,114,550</b>	<b>3,211,210</b>	<b>3,311,590</b>
Public Safety 911	5,245,530	5,373,060	5,776,830	5,715,960	5,892,700	6,327,050
<b>Total Public Safety 911</b>	<b>5,245,530</b>	<b>5,373,060</b>	<b>5,776,830</b>	<b>5,715,960</b>	<b>5,892,700</b>	<b>6,327,050</b>
Advocacy and Investigation Center	144,800	149,670	155,450	161,480	172,780	174,500
Detention Center	9,176,590	9,482,970	9,861,650	10,258,080	10,672,170	11,103,820
Sheriff's Office	11,395,920	11,711,740	12,173,270	12,654,960	13,157,800	13,681,620
<b>Total Sheriff Services</b>	<b>20,717,310</b>	<b>21,344,380</b>	<b>22,190,370</b>	<b>23,074,520</b>	<b>24,002,750</b>	<b>24,959,940</b>
State's Attorney's Office	3,415,690	3,506,610	3,615,580	3,728,510	3,845,620	3,966,790
<b>Total State's Attorney</b>	<b>3,415,690</b>	<b>3,506,610</b>	<b>3,615,580</b>	<b>3,728,510</b>	<b>3,845,620</b>	<b>3,966,790</b>
Animal Control	914,900	979,850	969,450	1,000,180	1,032,100	1,065,260
EMS 24/7 Services	4,224,690	4,351,430	4,481,970	4,616,430	4,754,930	4,897,570
Length of Service Award Program	100,000	100,000	150,000	200,000	250,000	300,000
Volunteer Emergency Services Association	8,336,460	8,161,160	8,406,000	8,658,180	8,917,920	9,185,460
<b>Total Public Safety and Correction Other</b>	<b>13,576,050</b>	<b>13,592,440</b>	<b>14,007,420</b>	<b>14,474,790</b>	<b>14,954,950</b>	<b>15,448,290</b>
<b>Total Public Safety and Correction</b>	<b>45,824,040</b>	<b>46,738,040</b>	<b>48,601,360</b>	<b>50,108,330</b>	<b>51,907,230</b>	<b>54,013,660</b>
<b>Public Works</b>						
Public Works Administration	918,900	896,860	917,270	938,920	961,310	984,470
Building Construction	249,020	258,970	267,000	275,310	283,920	292,830
Engineering Administration	394,870	404,600	417,380	430,300	444,020	457,930
Engineering - Construction Inspection	362,930	372,910	384,610	396,740	409,340	422,420
Engineering - Design	381,000	391,370	403,680	416,610	429,900	443,880
Engineering - Survey	284,110	291,570	330,890	310,740	320,850	346,560
Facilities	10,208,250	10,080,810	10,412,800	10,724,780	11,055,370	11,397,000
Fleet Management	7,237,800	7,601,010	8,025,370	8,272,220	8,521,910	8,783,650
Permits and Inspections	1,518,200	1,568,870	1,611,510	1,663,300	1,724,990	1,773,530
Roads Operations	7,924,950	8,099,510	8,354,860	8,619,580	8,894,490	9,179,690
Storm Emergencies	2,072,600	2,241,400	2,309,510	2,330,640	2,400,760	2,472,720
Traffic Control	389,820	376,950	388,260	399,910	411,910	424,260
<b>Total Public Works</b>	<b>31,942,450</b>	<b>32,584,830</b>	<b>33,823,140</b>	<b>34,779,050</b>	<b>35,858,770</b>	<b>36,978,940</b>
<b>Citizen Services</b>						
Citizen Services Administration	379,020	389,580	400,930	412,650	424,770	437,280
Aging and Disabilities	1,143,080	1,159,460	1,195,240	1,232,380	1,270,930	1,310,980
Recovery Support Services	845,630	871,000	897,130	924,040	951,760	980,320
<b>Total Citizen Services</b>	<b>2,367,730</b>	<b>2,420,040</b>	<b>2,493,300</b>	<b>2,569,070</b>	<b>2,647,460</b>	<b>2,728,580</b>

# Operating Plan

## Fiscal Years 2017 - 2022

Department/Agency	FY 17 Budget	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned
Access Carroll	20,000	20,000	20,000	20,000	20,000	20,000
The Arc Carroll County	250,240	252,740	255,270	257,820	260,400	263,000
CHANGE, Inc.	250,240	252,740	255,270	257,820	260,400	263,000
Family and Children's Services Domestic Violence	188,280	193,930	199,750	205,740	211,910	218,270
Family and Children's Services Sexual Abuse	181,280	186,720	192,320	198,090	204,030	210,150
Flying Colors of Success	88,290	42,300	44,420	46,640	48,970	51,420
Human Services Program	1,147,100	1,170,040	1,193,440	1,217,310	1,241,660	1,266,490
Mosaic Community Services	105,490	106,540	107,610	108,690	109,770	110,870
Rape Crisis Intervention Services	136,160	142,970	150,120	157,620	165,500	173,780
Target Community and Educational Services	250,240	252,740	255,270	257,820	260,400	263,000
Youth Services Bureau	792,360	880,710	969,320	1,058,210	1,147,370	1,236,820
<b>Citizen Services Non - Profits</b>	<b>3,409,680</b>	<b>3,501,430</b>	<b>3,642,790</b>	<b>3,785,760</b>	<b>3,930,410</b>	<b>4,076,800</b>
Health Department	3,296,100	3,394,980	3,496,830	3,601,740	3,709,790	3,821,080
Social Services	20,000	20,000	20,000	20,000	20,000	20,000
<b>Citizen Services State</b>	<b>3,316,100</b>	<b>3,414,980</b>	<b>3,516,830</b>	<b>3,621,740</b>	<b>3,729,790</b>	<b>3,841,080</b>
<b>Total Citizen Services</b>	<b>9,093,510</b>	<b>9,336,450</b>	<b>9,652,920</b>	<b>9,976,570</b>	<b>10,307,660</b>	<b>10,646,460</b>
<b>Culture and Recreation</b>						
Recreation and Parks Administration	347,240	356,740	367,960	384,590	396,830	409,530
Hashawha	775,390	791,610	816,880	842,580	869,240	896,910
Piney Run Park	558,990	580,950	609,030	628,040	647,760	668,190
Recreation	507,600	522,880	541,100	558,150	575,850	594,230
Sports Complex	213,550	216,840	224,440	231,470	238,760	246,320
<b>Total Recreation and Parks</b>	<b>2,402,770</b>	<b>2,469,020</b>	<b>2,559,410</b>	<b>2,644,830</b>	<b>2,728,440</b>	<b>2,815,180</b>
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
<b>Total Recreation Other</b>	<b>90,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>	<b>80,000</b>
<b>Total Culture and Recreation</b>	<b>2,492,770</b>	<b>2,549,020</b>	<b>2,639,410</b>	<b>2,724,830</b>	<b>2,808,440</b>	<b>2,895,180</b>
<b>General Government</b>						
Comprehensive Planning	877,510	905,430	925,860	954,540	984,220	1,014,940
<b>Total Comprehensive Planning</b>	<b>877,510</b>	<b>905,430</b>	<b>925,860</b>	<b>954,540</b>	<b>984,220</b>	<b>1,014,940</b>
Comptroller Administration	391,440	402,500	414,980	427,880	441,240	455,080
Accounting	918,130	947,170	986,990	1,028,240	1,070,990	1,115,310
Bond Issuance Expense	189,550	202,740	208,820	215,080	259,040	229,310
Collections Office	1,281,180	1,389,830	1,458,980	1,530,420	1,605,770	1,685,300
Independent Post Audit	47,750	49,180	50,660	52,180	53,740	55,890
Purchasing	427,260	439,170	442,860	456,730	471,130	486,070
<b>Total Comptroller</b>	<b>3,255,310</b>	<b>3,430,590</b>	<b>3,563,290</b>	<b>3,710,530</b>	<b>3,901,910</b>	<b>4,026,960</b>
County Attorney	874,730	899,600	927,360	956,090	985,810	1,016,580
<b>Total County Attorney</b>	<b>874,730</b>	<b>899,600</b>	<b>927,360</b>	<b>956,090</b>	<b>985,810</b>	<b>1,016,580</b>
Economic Development Administration	912,700	938,900	967,670	997,390	1,028,140	1,059,940
Business Employment and Resource Center	218,540	221,420	228,090	235,040	242,260	249,780
Economic Development Infrastructure and Investments	1,504,440	404,070	2,050,000	2,050,000	2,050,000	2,050,000
Farm Museum	937,590	966,490	996,650	1,027,700	1,059,890	1,093,250
Tourism	295,330	304,830	314,010	323,630	333,510	343,710
<b>Total Economic Development</b>	<b>3,868,600</b>	<b>2,835,710</b>	<b>4,556,420</b>	<b>4,633,760</b>	<b>4,713,800</b>	<b>4,796,680</b>
Human Resources Administration	818,970	834,080	860,250	887,420	915,600	944,860
Health and Fringe Benefits	18,368,660	19,882,050	21,206,360	22,715,210	24,434,810	26,293,580
Personnel Services	112,140	115,050	118,760	122,630	126,650	130,840
<b>Total Human Resources</b>	<b>19,299,770</b>	<b>20,831,180</b>	<b>22,185,370</b>	<b>23,725,260</b>	<b>25,477,060</b>	<b>27,369,280</b>
Land and Resource Management Administration	708,490	727,990	750,830	774,500	799,070	824,580
Development Review	513,090	526,660	543,490	560,990	579,210	598,190
Resource Management	707,570	720,540	741,930	764,100	787,100	810,970
Zoning Administration	233,050	239,130	246,820	254,820	263,150	271,850
<b>Total Land and Resource Management</b>	<b>2,162,200</b>	<b>2,214,320</b>	<b>2,283,070</b>	<b>2,354,410</b>	<b>2,428,530</b>	<b>2,505,590</b>



# Operating Plan

## Fiscal Years 2017 - 2022

Department/Agency	FY 17 Budget	FY 18 Planned	FY 19 Planned	FY 20 Planned	FY 21 Planned	FY 22 Planned
Management and Budget Administration	253,810	260,970	269,060	277,430	286,100	295,080
Budget	611,840	628,560	648,500	641,810	662,270	683,540
Grants Office	142,450	139,800	151,010	148,790	160,330	158,440
Risk Management	2,240,750	2,345,980	2,457,740	2,574,980	2,697,990	2,827,050
<b>Total Management and Budget</b>	<b>3,248,850</b>	<b>3,375,310</b>	<b>3,526,310</b>	<b>3,643,010</b>	<b>3,806,690</b>	<b>3,964,110</b>
Technology Services	4,346,580	4,592,270	4,945,950	5,095,510	5,268,240	5,428,870
Production and Distribution Services	464,390	477,870	492,460	507,540	523,110	539,200
<b>Total Technology Services</b>	<b>4,810,970</b>	<b>5,070,140</b>	<b>5,438,410</b>	<b>5,603,050</b>	<b>5,791,350</b>	<b>5,968,070</b>
Administrative Hearings	84,810	87,130	89,860	92,710	95,670	98,730
Audio Video Production	159,870	160,350	165,420	170,690	176,160	167,320
Board of Elections	1,033,330	1,116,010	1,156,360	1,174,720	1,232,980	1,275,140
Board of License Commissioners	87,030	89,410	92,220	95,130	98,170	101,310
County Commissioners	969,830	997,600	1,030,450	1,062,700	1,096,120	1,130,790
<b>Total General Government Other</b>	<b>2,334,870</b>	<b>2,450,500</b>	<b>2,534,310</b>	<b>2,595,950</b>	<b>2,699,100</b>	<b>2,773,290</b>
<b>Total General Government</b>	<b>40,732,810</b>	<b>42,012,780</b>	<b>45,940,400</b>	<b>48,176,600</b>	<b>50,788,470</b>	<b>53,435,500</b>
<b>Conservation and Natural Resources</b>						
Extension Office Carroll County	474,430	497,480	512,410	527,780	543,610	559,920
Gypsy Moth	30,000	30,000	30,000	30,000	30,000	30,000
Soil Conservation District	417,410	428,790	442,300	456,320	470,880	486,000
Weed Control	41,000	42,230	43,500	44,800	46,150	47,530
<b>Total Conservation and Natural Resources</b>	<b>962,840</b>	<b>998,500</b>	<b>1,028,210</b>	<b>1,058,900</b>	<b>1,090,640</b>	<b>1,123,450</b>
<b>Debt and Transfers</b>						
Debt Service	27,395,710	27,082,620	26,618,700	26,795,900	24,616,900	22,501,300
Debt Service - Ag Pres.	1,772,200	1,815,910	3,068,000	1,846,730	1,900,200	2,200,600
Intergovernmental Transfers	3,139,450	3,202,240	3,266,280	3,331,610	3,398,240	3,466,210
<b>Debt and Transfers</b>	<b>32,307,360</b>	<b>32,100,770</b>	<b>32,952,980</b>	<b>31,974,240</b>	<b>29,915,340</b>	<b>28,168,110</b>
<b>Reserves</b>						
Reserve for Contingencies	4,050,400	4,093,260	4,218,330	4,333,620	4,484,590	4,660,110
Reserve for 1/2% Salary Adjustment, Reclassifications	212,100	218,450	225,020	231,820	238,740	245,880
Reserve for Positions	0	106,090	333,280	574,010	828,880	1,098,530
<b>Total Reserves</b>	<b>4,262,500</b>	<b>4,417,800</b>	<b>4,776,630</b>	<b>5,139,450</b>	<b>5,552,210</b>	<b>6,004,520</b>
<b>Interfund Transfers</b>						
Transfer to Capital Fund	3,067,556	2,280,710	2,817,370	2,876,570	2,940,130	2,867,020
Transfer to Grant Fund - Aging	96,750	99,650	102,640	105,720	108,890	112,160
Transfer to Grant Fund - CCC - Adult Basic Ed.	300,000	300,000	300,000	300,000	300,000	300,000
Transfer to Grant - Circuit Court	117,890	121,430	125,070	128,820	132,690	136,670
Transfer to Grant Fund - Health Department	4,000	4,000	4,000	4,000	4,000	4,000
Transfer to Grant Fund - Housing	28,000	28,000	28,000	28,000	28,000	28,000
Transfer to Grant Fund - Local Management Board	57,000	58,710	60,470	62,290	64,150	66,080
Transfer to Grant Fund - Recreation	8,100	8,100	8,100	8,100	8,100	8,100
Transfer to Grant Fund - Sheriff Services	55,620	57,290	59,010	60,780	62,600	64,480
Transfer to Grant Fund - State's Attorney	57,600	59,330	61,110	62,940	64,830	66,770
Transfer to Grant Fund - Transit	1,177,000	1,210,960	1,267,590	1,327,030	1,389,420	1,454,900
Transfer to Risk Internal Service Fund - Workers Comp	196,114	0	0	0	0	0
Transfer to Solid Waste Enterprise Fund	2,415,000	2,415,000	2,415,000	2,415,000	2,415,000	2,415,000
Transfer to Utilities Enterprise Fund	204,490	184,870	190,420	196,130	252,020	956,080
<b>Total Interfund Transfers</b>	<b>7,785,120</b>	<b>6,828,050</b>	<b>7,438,780</b>	<b>7,575,380</b>	<b>7,769,830</b>	<b>8,479,260</b>
Projected Revenue	388,407,000	393,002,350	405,497,870	416,961,771	432,058,610	449,611,152
Projected Expenditures	388,407,000	393,002,350	405,497,870	415,307,370	430,462,070	446,091,770
<b>Balance</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,654,401</b>	<b>1,596,540</b>	<b>3,519,382</b>
Balance as a Percent of Revenue	0.00%	0.00%	0.00%	0.40%	0.37%	0.78%

*Public Schools Appropriations*

# Carroll County Public Schools Summary

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Carroll County Public Schools	\$163,838,135	\$169,500,000	\$169,500,000	\$181,852,000	7.29%	7.29%
Carroll County Public Schools Debt Service	13,280,632	12,607,520	12,607,520	12,037,000	-4.53%	-4.53%
Teacher Pension	5,737,000	6,702,000	6,702,000	0	-100.00%	-100.00%
One-Time Funding	3,300,000	0	0	0	0.00%	0.00%
<b>Total Public Schools</b>	<b>\$186,155,767</b>	<b>\$188,809,520</b>	<b>\$188,809,520</b>	<b>\$193,889,000</b>	<b>2.69%</b>	<b>2.69%</b>

## Core Statements

Carroll County Public Schools: Building the Future.

## Core Values

The Board of Education establishes the following core values:

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

## Highlights, Changes, and Useful Information

- Carroll County Public Schools (CCPS) are under the control of the Board of Education of Carroll County, an elected board whose powers and duties are defined under State law. While the Board of County Commissioners has a funding obligation to the school system, they do not have any operational authority over it.
- Direct funding in FY 17 is \$8.2M 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 \$130.0M of the total \$185.0M planned for school projects in FY 17 – 22.

## 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 remains the same in FY 17.
- Carroll County Public Schools' direct funding for FY 17 includes \$6.7M for Teacher Pension.
- Debt Service decreases due to declining existing debt.

# Carroll County Public Schools

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	163,838,135	169,500,000	169,500,000	181,852,000	7.29%	7.29%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$163,838,135</b>	<b>\$169,500,000</b>	<b>\$169,500,000</b>	<b>\$181,852,000</b>	<b>7.29%</b>	<b>7.29%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include in-kind of \$1.84 million for use of County-owned property.

## Contact

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

**Robin Hooper, 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 16 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.

## Budget Changes

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

Funding Source	FY 16 Budget	FY 17 Budget
County (incl. in-kind)	54.1%	54.7%
State	40.4%	40.5%
Federal	4.0%	4.0%
Other (incl. fund bal.)	1.5%	0.9%

- 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.

Funding Source	FY 17 Funding	Change from FY 16	Percent Change
County	\$181,852,000	\$5,650,000	3.2%
County In-Kind	1,978,900	0	0.0%
Use of Fund Balance	0	(2,000,000)	(100.0%)
State	132,022,286	(1,209,978)	(0.9%)
State - Grant	4,000,000	4,000,000	100.0%
Federal	13,446,462	92,794	0.7%
Other	2,906,902	(146,474)	(4.8%)
<b>TOTAL</b>	<b>\$336,206,550</b>	<b>\$6,386,342</b>	<b>1.9%</b>

# Carroll County Public Schools Debt Service

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	13,280,632	12,607,520	12,607,520	12,037,000	-4.53%	-4.53%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$13,280,632</b>	<b>\$12,607,520</b>	<b>\$12,607,520</b>	<b>\$12,037,000</b>	<b>-4.53%</b>	<b>-4.53%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Robin Hooper, Management and Budget Project  
Coordinator (410) 386-2082

## Description

School construction is funded with Local Income Tax, Impact Fees, revenue from the State and bonds issued by Carroll County. This budget funds the principal and interest paid on bonds issued for school facilities construction projects. Since FY 97, 9.09% of the Local Income Tax has been earmarked for school construction. In FY 16, the Board of Commissioners voted to temporarily redirect 2.0% of Local Income Tax to the Public Schools operating budget. The redirected percentage of Local Income Tax remains the same in FY 17. 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.

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# Teacher Pension

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	5,737,000	6,702,000	6,702,000	0	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$5,737,000</b>	<b>\$6,702,000</b>	<b>\$6,702,000</b>	<b>\$0</b>	<b>-100.00%</b>	<b>-100.00%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

**Robin Hooper, Management and Budget Project  
Coordinator (410) 386-2082**

## Budget Changes

The \$6.7 million for Teacher Pension is part of the Carroll County Public Schools' direct funding of \$181.8 million, and is now included in the Maintenance of Effort calculation.

*Education Other Appropriations*

# Education Other Summary

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Cable Regulatory Commission	\$122,820	\$128,960	\$128,960	\$135,410	5.00%	5.00%
Carroll Community College	12,861,952	7,827,680	7,827,680	8,523,370	8.89%	8.89%
Carroll County Public Library	13,687,211	9,594,210	9,594,210	9,815,120	2.30%	2.30%
Community Media Center	606,960	620,720	620,720	640,700	3.22%	3.22%
Education Opportunity Fund	400,000	0	0	0	0.00%	0.00%
<b>Total Education Other</b>	<b>\$27,678,943</b>	<b>\$18,171,570</b>	<b>\$18,171,570</b>	<b>\$19,114,600</b>	<b>5.19%</b>	<b>5.19%</b>

## Mission and Goals

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

### Goals include:

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

## Highlights, Changes, and Useful Information

- College enrollment is projected to decrease to approximately 3,000 full-time equivalent (FTE) students in FY 16, down from 3,069 in FY 15.
- The County provides in-kind support to the College. The buildings are County properties. Utilities, insurance and maintenance of these buildings are provided for in the County's Facilities budget as part of Public Works.
- The County provides in-kind funding to the 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

- The Community Media Center increases due to anticipated cable fee collections and to adjust for actual revenues collected in FY 15.
- Additional funding of \$500,000 for salary adjustments is included in Carroll Community College.



# Cable Regulatory Commission

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	122,820	128,960	128,960	135,410	5.00%	5.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$122,820</b>	<b>\$128,960</b>	<b>\$128,960</b>	<b>\$135,410</b>	<b>5.00%</b>	<b>5.00%</b>
<b>Employees FTE</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>1.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Carol Shawver, Cable Coordinator (410) 386-2095

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

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

## Mission and Goals

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

### Goals include:

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

## Description

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

## Program Highlights

- The Cable Regulatory Commission negotiated a new Cable Franchise Agreement which will run through 2026.
- The Commission was able to increase funding for the Community Media Center through the Agreement.
- Updated Franchise Agreement increases the number of residents eligible to connect to Comcast, and allows residents to participate in self-trenching and cost sharing to connect to Comcast.

## Positions

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

# Carroll Community College

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	12,861,952	7,827,680	7,827,680	8,523,370	8.89%	8.89%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$12,861,952</b>	<b>\$7,827,680</b>	<b>\$7,827,680</b>	<b>\$8,523,370</b>	<b>8.89%</b>	<b>8.89%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: Included in the FY15 Actuals are in-kind services provided through the Bureau of Facilities budget and recognition of rental values. The Adjusted Budget includes budget changes made during the year. On-going mid-year changes have been annualized for comparison purposes.

## Contact

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

## Mission and Goals

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

### Goals include:

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

## Description

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

baccalaureate institutions in Arts and Sciences, Business Administration, General Studies, and Teacher Education;

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

In addition to the direct contribution of \$8.5M, the County provides the College with \$1.7M of in-kind services to maintain the campus and utility costs through the Bureau of Facilities. Other sources of revenue include \$12.5M from tuition and fees, \$8.0M from the State, and \$1.4M in other revenue.

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

Revenue	Amount	% of Budget
Tuition and Fees	\$12,506,046	38.83%
County (includes in-kind)	10,259,310	31.86%
State Aid	8,020,376	24.90%
Other	1,419,117	4.41%
<b>Total</b>	<b>\$32,204,849</b>	<b>100.00%</b>

## Program Highlights

- A total of 12,345 individuals took a credit or continuing education class at the College during 2014-15.
- 26.2 % of Carroll County's high school graduates in 2015 enrolled at the College in Fall 2015.

## Budget Changes

Additional funding of \$500,000 is included for salary adjustments.

# Community Media Center

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	606,960	620,720	620,720	640,700	3.22%	3.22%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$606,960</b>	<b>\$620,720</b>	<b>\$620,720</b>	<b>\$640,700</b>	<b>3.22%</b>	<b>3.22%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Marion Ware, Director (410) 386-4415

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

<http://www.carrollmediacenter.org>

## Mission and Goals

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

### Goals include:

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

## Description

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

## Program Highlights

- The biennial Vollie Awards celebrated 25 years of public access television in Carroll County; nearly 100 residents and local dignitaries in attendance.
- Seven municipal election forums were broadcast on channel 19 and streamed live online. Total online views were equivalent to 55% of total voter turnout.
- Over 60 hours of live, online coverage of the Carroll County 4H & FFA Fair.
- Online highlights: Programming for channel 19 and 23 are streamed on CMC's website, web traffic has increased 48%, YouTube views by 43% and Facebook by 79%.
- Carroll History Project was honored with proclamations from Senator Barbara Mikulski and Congressman Van Hollen for dedication and service to local veterans.
- Veterans Oral History Collection Day had over a dozen service men and women participating. Interviews were added to the History Project's online archive and submitted to the Library of Congress' Veteran History Project.
- The History Project was honored by Carroll County's NAACP Branch at their annual Freedom Fund Banquet, which helps to preserve the unique perspective and history of Carroll's African American residents.
- Partnership with Career and Technology Center, Silver Oak Academy, and a growing internship program, resulted in a 39% increase in staff hours dedicated to education.
- In October, Silver Oak Academy honored the CMC with an award for its devotion and commitment to the community.
- Each year, 45-50 video production students from the Career and Technology Center utilize the studio, and approximately 10 high school and/or college students participate in CMC's internship program. Program has expanded to include Marketing, IT and web design.
- In 2015, the Media Center secured a loan from the Carroll County Commissioners to upgrade the facility to an HD equipped studio with virtual set capabilities, a professional audio suite, and additional classrooms to better serve Career and Tech students' needs.

## Budget Changes

CMC's budget is based on projected revenue from the cable franchise fee. In FY 17, the budget increases to align with anticipated collections and is adjusted for actual revenues collected in FY 15.

# Carroll County Public Library

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	3,265,569	1,331,940	1,331,940	1,341,290	0.70%	0.70%
Operating	10,421,642	8,262,270	8,262,270	8,473,830	2.56%	2.56%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$13,687,211</b>	<b>\$9,594,210</b>	<b>\$9,594,210</b>	<b>\$9,815,120</b>	<b>2.30%</b>	<b>2.30%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Lynn Wheeler, Director (410) 386-4500

Evan Cook, Budget Analyst (410) 386-2082

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

## Mission and Goals

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

### Goals include:

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

## Description

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

There are six full-service regional libraries:

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

## Total County Funding

Department	Estimated Cost
Carroll County Public Library	\$9,815,120
Health Benefits	2,135,000
Utilities	431,020
Building Maintenance	80,900
<b>Total</b>	<b>\$12,462,040</b>

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

County - Direct Funding	\$8,473,830	84.45%
State Aid	956,210	9.53%
Other	604,050	6.02%
<b>Total Revenue</b>	<b>\$10,034,090</b>	<b>100.00%</b>

## Program Highlights

- In the most recent official state-wide library report, based on FY 13 statistics, CCPL had the 2<sup>nd</sup> highest per capita circulation rate in Maryland at 25.1.
- In FY 15 CCPL circulated almost 4.0 million items and provided access to 514,081 items.
- Registered borrowers totaled 95,283 in FY 15.

	FY 12	FY 13	FY 14	FY 15
Books	2,522,738	2,359,104	2,218,662	2,486,254
Video	973,462	956,102	910,512	910,413
Audio	476,562	440,373	419,372	385,335
Periodicals	73,252	73,650	64,926	58,838
Other	356,108	371,139	373,774	130,109
<b>Total</b>	<b>4,402,122</b>	<b>4,200,368</b>	<b>3,987,246</b>	<b>3,970,949</b>

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

## Budget Changes

One-time funding for the Celebrating America program is included in FY 17.

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# Education Opportunity Fund

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	0	0	0	0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	400,000	0	0	0	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
Total	400,000	0	0	0	0.00%	0.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

## Contact

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

## Mission and Goals

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

### Goals include:

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

## Description

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

## Budget Changes

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

*Public Safety and Corrections  
Appropriations*

# Public Safety and Corrections Summary

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Circuit Court	\$2,123,299	\$1,996,780	\$2,046,680	\$2,101,540	5.25%	2.68%
Circuit Court Magistrates	679,114	543,560	518,820	512,290	-5.75%	-1.26%
Orphan's Court	48,714	59,230	59,230	60,510	2.16%	2.16%
Volunteer Community Service Program	235,245	190,680	191,060	195,120	2.33%	2.12%
<b>Total Courts</b>	<b>\$3,086,372</b>	<b>\$2,790,250</b>	<b>\$2,815,790</b>	<b>\$2,869,460</b>	<b>2.84%</b>	<b>1.91%</b>

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Public Safety 911	\$4,020,388	\$4,404,590	\$4,390,070	\$5,245,530	19.09%	19.49%
<b>Total Public Safety 911</b>	<b>\$4,020,388</b>	<b>\$4,404,590</b>	<b>\$4,390,070</b>	<b>\$5,245,530</b>	<b>19.09%</b>	<b>19.49%</b>

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Advocacy and Investigation Center	\$172,664	\$154,190	\$143,790	\$144,800	-6.09%	0.70%
Detention Center	10,782,176	8,877,550	9,015,670	9,176,590	3.37%	1.78%
Sheriff's Office	13,363,121	10,971,860	10,958,610	11,395,920	3.86%	3.99%
<b>Total Sheriff Services</b>	<b>\$24,317,961</b>	<b>\$20,003,600</b>	<b>\$20,118,070</b>	<b>\$20,717,310</b>	<b>3.57%</b>	<b>2.98%</b>

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
State's Attorney's Office	\$3,490,789	\$3,568,100	\$3,373,590	\$3,415,690	-4.27%	1.25%
Victim Witness	273,333	0	0	0	0.00%	0.00%
<b>Total State's Attorney's Office</b>	<b>\$3,764,122</b>	<b>\$3,568,100</b>	<b>\$3,373,590</b>	<b>\$3,415,690</b>	<b>-4.27%</b>	<b>1.25%</b>

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Animal Control	\$1,095,791	\$893,990	\$893,990	\$914,900	2.34%	2.34%
EMS 24/7 Services	4,021,120	4,121,650	4,121,650	4,224,690	2.50%	2.50%
Volunteer Emergency Services Association	7,682,968	7,801,450	7,801,450	8,336,460	6.86%	6.86%
Length of Service Award Program	250,000	50,000	50,000	100,000	100.00%	100.00%
<b>Total Public Safety and Corrections Other</b>	<b>\$13,049,880</b>	<b>\$12,867,090</b>	<b>\$12,867,090</b>	<b>\$13,576,050</b>	<b>5.51%</b>	<b>5.51%</b>

<b>Total Public Safety and Corrections</b>	<b>\$48,238,723</b>	<b>\$43,633,630</b>	<b>\$43,564,610</b>	<b>\$45,824,040</b>	<b>5.02%</b>	<b>5.19%</b>
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# Courts

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# Courts Summary

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Circuit Court	\$2,123,299	\$1,996,780	\$2,046,680	\$2,101,540	5.25%	2.68%
Circuit Court Magistrates	679,114	543,560	518,820	512,290	-5.75%	-1.26%
Orphan's Court	48,714	59,230	59,230	60,510	2.16%	2.16%
Volunteer Community Service Program	235,245	190,680	191,060	195,120	2.33%	2.12%
<b>Total Courts</b>	<b>\$3,086,372</b>	<b>\$2,790,250</b>	<b>\$2,815,790</b>	<b>\$2,869,460</b>	<b>2.84%</b>	<b>1.91%</b>

## Mission and Goals

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

### Goals include:

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

## Highlights, Changes, and Useful Information

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

## Budget Changes

The increase from FY 16 Original to Adjusted is due to a reorganization of the Court's administration that included the creation of the Interpreter/Pretrial/ADA Coordinator and reduced the full-time Deputy Court Administrator to a part-time position.

# Circuit Court

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$1,440,587	\$1,543,160	\$1,579,270	\$1,618,390	4.88%	2.48%
Benefits	564,986	308,210	322,000	341,560	10.82%	6.07%
Operating	100,263	143,100	143,100	139,280	-2.67%	-2.67%
Capital	17,462	2,310	2,310	2,310	0.00%	0.00%
<b>Total</b>	<b>\$2,123,299</b>	<b>\$1,996,780</b>	<b>\$2,046,680</b>	<b>\$2,101,540</b>	<b>5.25%</b>	<b>2.68%</b>
<b>Employees FTE</b>	<b>33.21</b>	<b>34.55</b>	<b>35.08</b>	<b>35.08</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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

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

<http://ccgovernent.carr.org/ccg/circuit-court/Default.aspx>

## Mission

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

## Description

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

## Program Highlights

- Completed construction of the largest courtroom in the Courthouse Annex, Courtroom #10, in December 2015.
- Juror terms continue to be one week in order to minimize the economic impact to the citizens of Carroll County.
- Carroll County is now on the statewide jury system which allows citizens to log onto the Court's website and send their information to the Court via web forms.
- Awarded a Courthouse Physical Security Grant from the State Administration Office in the amount of \$20,000.

## Budget Changes

- The increase from FY 16 Original to Adjusted is due to a reorganization of the Court's administration that included the creation of the Interpreter/Pretrial/ADA Coordinator and reduced the full-time Deputy Court Administrator to a part-time position.
- A 2.5% salary increase is included in FY 17.
- Benefits increase due to OPEB allocations.
- Operating decreases due to a grant covering maintenance costs for the Circuit Court's x-ray machines through FY 20.

## Positions

Title	Type	FTE
<i>Administrative Support Specialist</i>	Full-time	1.00
<i>Administrator</i>	Full-time	1.00
<i>Assignment Officer</i>	Full-time	4.00
<i>Bailiff</i>	Full-time	16.55
<i>Court Reporter</i>	Full-time	4.00
<i>Court Reporter/Librarian</i>	Full-time	1.00
<i>Deputy Court Administrator</i>	Full-time	0.53
<i>Interpreter/Pretrial/ADA Coord.</i>	Full-time	1.00
<i>Judicial Assistant</i>	Full-time	4.00
<i>Jury Commissioner</i>	Full-time	1.00
<i>Staff Attorney</i>	Full-time	1.00
<b>Total</b>		<b>35.08</b>

## Total County Funding

Department	Estimated Cost
<i>Circuit Court</i>	\$2,101,540
<i>Health Benefits</i>	324,300
<i>Utilities</i>	242,860
<i>Building Maintenance</i>	228,540
<i>Technology Support</i>	44,400
<i>Grant's Cash Match</i>	93,940
<b>Total</b>	<b>\$3,035,580</b>

# Circuit Court Magistrates

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$380,294	\$395,620	\$372,650	\$381,970	-3.45%	2.50%
Benefits	291,718	141,680	139,910	123,660	-12.72%	-11.61%
Operating	7,102	6,260	6,260	6,660	6.39%	6.39%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$679,114</b>	<b>\$543,560</b>	<b>\$518,820</b>	<b>\$512,290</b>	<b>-5.75%</b>	<b>-1.26%</b>
<b>Employees FTE</b>	<b>7.00</b>	<b>7.00</b>	<b>6.67</b>	<b>6.67</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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

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

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

## Mission

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

## Description

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

## Program Highlights

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

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to a Judicial Assistant position budgeted for a partial year in FY 16. A State funded Magistrate will be retiring in February 2017 and the Judicial Assistant position will be eliminated at that time.
- A 2.5% salary increase is included in FY 17.
- Benefits decrease due to OPEB allocation.

## Positions

Title	Type	FTE
Judicial Assistant	Full-time	3.67
Legal Assistant	Full-time	2.00
Magistrate for Juvenile Causes*	Full-time	1.00
<b>Total</b>		<b>6.67</b>

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

## Total County Funding

Title	Estimated Cost
Circuit Court Magistrates	\$512,290
Health Benefits	122,500
<b>Total</b>	<b>\$634,790</b>

# Orphan's Court

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$39,700	\$46,500	\$46,500	\$46,500	0.00%	0.00%
Benefits	8,137	10,770	10,770	12,050	11.88%	11.88%
Operating	877	1,960	1,960	1,960	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$48,714</b>	<b>\$59,230</b>	<b>\$59,230</b>	<b>\$60,510</b>	<b>2.16%</b>	<b>2.16%</b>
<b>Employees FTE</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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

## Budget Changes

Benefits increase due to Pension.

## Mission and Goals

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

### Goals include:

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

## Description

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

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

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

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

## Positions

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

# Volunteer Community Service Program

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$137,174	\$140,090	\$140,440	\$143,950	2.76%	2.50%
Benefits	93,480	44,210	44,240	44,790	1.31%	1.24%
Operating	4,591	6,380	6,380	6,380	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$235,245</b>	<b>\$190,680</b>	<b>\$191,060</b>	<b>\$195,120</b>	<b>2.33%</b>	<b>2.12%</b>
<b>Employees FTE</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>3.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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

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

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

## Mission and Goals

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

### Goals include:

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

## Description

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

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

### Benefits of the program include:

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

## Program Highlights

- Since the inception of the program in 1980 through November 2015, a total of 32,554 volunteers have been referred to the program and volunteered a total of 1,027,785 hours.
- There were 743 juvenile and adult offenders in the Community Service Program in FY 15.

## Budget Changes

- A 2.5% salary increase is included in FY 17.
- Benefits increase due to OPEB allocations.

## Positions

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

## Total County Funding

Title	Estimated Cost
Volunteer Community Service	\$195,120
Health Benefits	52,500
Fleet	2,000
<b>Total</b>	<b>\$249,620</b>

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# **Public Safety 911**

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# Public Safety 911 Summary

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Public Safety 911	\$4,020,388	\$4,404,590	\$4,390,070	\$5,245,530	19.09%	19.49%
<b>Total Public Safety 911</b>	<b>\$4,020,388</b>	<b>\$4,404,590</b>	<b>\$4,390,070</b>	<b>\$5,245,530</b>	<b>19.09%</b>	<b>19.49%</b>

## Mission and Goals

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

### Goals include:

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

## Highlights, Changes, and Useful Information

- Public Safety 911 supports County Government operations, as well as other outside agencies at varying levels. Radios are funded through this budget for County government agencies, Sheriff Services, the Volunteer Emergency Services Association 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 20,528 Fire, Emergency Medical and Rescue incidents in calendar year 2015.

	CY 10	CY 11	CY 12	CY 13	CY 14	CY 15
Fire	2,743	2,815	2,594	2,612	2,875	2,456
EMS	12,554	12,655	13,052	13,259	13,267	14,827
Rescue	978	963	1,060	1,066	1,054	1,081
Mutual Aid	1,941	2,055	2,025	1,849	2,054	2,164
<b>Total</b>	<b>18,216</b>	<b>18,488</b>	<b>18,731</b>	<b>18,786</b>	<b>19,250</b>	<b>20,528</b>

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to employee turnover, partially offset by salary adjustments.
- Public Safety 911 increases due to the addition of an Emergency Communications Specialist, maintenance support for the County's 800 MHz radio communication system, and a one-time contribution to University of Maryland's Shock Trauma Center.

# Public Safety 911

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
<b>Personnel</b>	\$1,809,588	\$1,948,720	\$1,935,240	\$2,116,970	8.63%	9.39%
<b>Benefits</b>	1,028,898	565,350	564,310	545,160	-3.57%	-3.39%
<b>Operating</b>	1,144,160	1,759,930	1,759,930	2,457,350	39.63%	39.63%
<b>Capital</b>	37,742	130,590	130,590	126,050	-3.48%	-3.48%
<b>Total</b>	\$4,020,388	\$4,404,590	\$4,390,070	\$5,245,530	19.09%	19.49%
<b>Employees FTE</b>	41.13	41.13	41.70	42.70	-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Scott Campbell, Director (410) 386-2261

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

<http://ccgoverment.carr.org/ccg/pubsafe/>

## Mission and Goals

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

### Goals include:

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

## Description

Public Safety 911 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

- Completed construction of a fully functional back-up 911 center.
- Completed transition of the County's 800 MHz radio system to a new digital platform.
  - Cut over day was May 20, 2015.
  - Transition included expanding operations from 8 to 11 communications towers.
  - Expansion included both radio and paging functions.
- Handled dispatch and radio communications for all Fire, Rescue, and Emergency Medical Services (EMS) incidents occurring in Carroll County, as well all law enforcement activity for the Sheriff's Office, Hampstead and Manchester Police Departments.

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to employee turnover, partially offset by salary adjustments.
- Personnel increases due to a 2.5% salary adjustment and a new Emergency Communications Specialist position.
- Operating increases due to maintenance support for the County's 800 MHz digital radio communication system, and a one-time contribution to University of Maryland's Shock Trauma Center.
- Capital decreases due to one-time costs for the Drug Enforcement Support Program in FY 16.

## Positions

Title	Type	FTE
<i>911 Technician</i>	Contractual	2.45
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Communications Tech</i>	Contractual	0.25
<i>Communications Tech. Asst.</i>	Full-time	1.00
<i>Director</i>	Full-time	1.00
<i>Emergency Comm. Spec. Supervisor</i>	Full-time	4.00
<i>Emergency Comm. Asst. Coordinator</i>	Full-time	1.00
<i>Emergency Comm. Coordinator</i>	Full-time	1.00
<i>Emergency Comm. Specialist</i>	Full-time	27.00
<i>Emergency Mgmt. Coordinator</i>	Full-time	1.00
<i>Emergency Services Specialist</i>	Full-time	1.00
<i>Emergency Services Technician</i>	Full-time	1.00
<i>GIS Analyst-E911 Services</i>	Full-time	1.00
<b>Total</b>		<b>42.70</b>



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# **Sheriff Services**

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# Sheriff's Office Summary

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	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Advocacy and Investigation Center	\$172,664	\$154,190	\$143,790	\$144,800	-6.09%	0.70%
Detention Center	10,782,176	8,877,550	9,015,670	9,176,590	3.37%	1.78%
Sheriff's Office	13,363,121	10,971,860	10,958,610	11,395,920	3.86%	3.99%
<b>Total Sheriff Services</b>	<b>\$24,317,961</b>	<b>\$20,003,600</b>	<b>\$20,118,070</b>	<b>\$20,717,310</b>	<b>3.57%</b>	<b>2.98%</b>

## Mission and Goals

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

### Goals include:

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

## Highlights, Changes, and Useful Information

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

## Budget Changes

- From FY 16 Original to Adjusted CCAIC and the Sheriff's Office decrease due to employee turnover.
- The increase from the FY 16 Original to Adjusted is due to contractual offsite housing of inmates partially offset by employee turnover.

# CCAIC

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$90,048	\$100,520	\$90,860	\$95,490	-5.00%	5.10%
Benefits	59,830	25,980	25,240	26,090	0.42%	3.37%
Operating	22,625	27,690	27,690	23,220	-16.14%	-16.14%
Capital	160	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$172,664</b>	<b>\$154,190</b>	<b>\$143,790</b>	<b>\$144,800</b>	<b>-6.09%</b>	<b>0.70%</b>
<b>Employees FTE</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

James DeWees, Sheriff (410) 386-2900  
Heidi K. Pepin, Senior Budget Analyst (410) 386-2082

## Mission and Goals

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

### Goals include:

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

## Description

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

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to employee turnover.
- A 4.0% salary increase is included in FY 17 due to a new compensation plan implemented in FY 15 for the Sheriff's Office.
- Benefits increase due to Pension and OPEB allocations.
- Operating decreases for the National Children's Alliance recertification in FY 16.

## Positions

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

## Total County Funding

Department	Estimated Cost
CC Advocacy and Investigation Center	\$144,800
Health Benefits	35,000
Fleet	3,000
<b>Total</b>	<b>\$182,800</b>

# Detention Center

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
<b>Personnel</b>	\$5,193,527	\$5,448,390	\$5,462,570	\$5,681,980	4.29%	4.02%
<b>Benefits</b>	3,243,821	1,651,730	1,652,820	1,654,570	0.17%	0.11%
<b>Operating</b>	2,261,249	1,700,430	1,823,280	1,814,740	6.72%	-0.47%
<b>Capital</b>	83,580	77,000	77,000	25,300	-67.14%	-67.14%
<b>Total</b>	\$10,782,176	\$8,877,550	\$9,015,670	\$9,176,590	3.37%	1.78%
<b>Employees FTE</b>	109.50	109.50	109.50	109.50	-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenses. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**James DeWees, Sheriff (410) 386-2900**  
**Heidi K. Pepin, Senior Budget Analyst (410) 386-2082**  
<http://ccgoverment.carr.org/ccg/detcntr/>

## Mission and Goals

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

### Goals include:

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

## Description

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

## Budget Changes

- Personnel and Benefits increase from FY 16 Original to Adjusted due to employee turnover offset by implementation of the compensation plan.
- Operating increases from FY 16 Original to Adjusted due to contractual housing of inmates.
- A 4.0% salary increase is included in FY 17 due to a new compensation plan implemented in FY 15 for the Sheriff's Office.
- Operating includes funding for the purchase of additional Tasers.
- Capital decreases for the purchase of additional surveillance equipment in FY 16.

## Positions

Title	Type	FTE
<i>Cook</i>	Full-time	3.00
<i>Cook</i>	Part-time	0.50
<i>Correctional Captain</i>	Full-time	3.00
<i>Correctional Corporal</i>	Full-time	10.00
<i>Correctional Deputy Sheriff</i>	Full-time	66.00
<i>Correctional Lieutenant</i>	Full-time	5.00
<i>Correctional Major</i>	Full-time	2.00
<i>Correctional Sergeant</i>	Full-time	5.00
<i>Correctional Specialist</i>	Full-time	4.00
<i>Correctional Specialist Manager</i>	Full-time	1.00
<i>Correctional Colonel/Warden</i>	Full-time	1.00
<i>Fiscal Analyst</i>	Full-time	1.00
<i>Food Services Supervisor</i>	Full-time	1.00
<i>HR Assistant</i>	Full-time	1.00
<i>HR Specialist</i>	Full-time	1.00
<i>Records Unit Technician</i>	Full-time	2.00
<i>Tech. Systems Specialist</i>	Full-time	1.00
<i>Unit Coordinator</i>	Full-time	2.00
<b>Total</b>		109.50

## Total County Funding to Detention Center

Department	Estimated Cost
<i>Detention Center</i>	\$9,176,590
<i>Health Benefits</i>	1,750,000
<i>Public Safety</i>	36,150
<i>Utilities</i>	178,730
<i>Building Maintenance</i>	55,280
<i>Technology Support</i>	76,280
<i>Fleet</i>	84,400
<b>Total</b>	\$11,357,430

# Sheriff's Office

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
<b>Personnel</b>	\$7,225,147	\$7,929,340	\$7,917,030	\$8,274,580	4.35%	4.52%
<b>Benefits</b>	4,522,243	2,335,900	2,334,960	2,464,130	5.49%	5.53%
<b>Operating</b>	1,328,718	697,620	697,620	656,010	-5.96%	-5.96%
<b>Capital</b>	287,014	9,000	9,000	1,200	-86.67%	-86.67%
<b>Total</b>	\$13,363,121	\$10,971,860	\$10,958,610	\$11,395,920	3.86%	3.99%
<b>Employees FTE</b>	147.00	152.00	153.00	153.00	-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenses. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**James DeWees, Sheriff (410) 386-2900**  
**Heidi K. Pepin, Senior Budget Analyst (410) 386-2082**  
<http://ccgoverment.carr.org/ccg/sheriff>

## Mission and Goals

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

## Description

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

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

## Program Highlights

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

## Budget Changes

- A 4.0% salary increase is included in FY 17 due to a new compensation plan implemented in FY 15 for the Sheriff's Office.
- Operating and Capital decrease for the one-time purchase of guns and costs associated with implementation of the Drug Enforcement Support Program in FY 16. Included in FY 17 is funding for the one-time purchase of commercial truck scales and Tasers.

## Positions

Title	Type	FTE
<i>Captain</i>	Full-time	2.00
<i>Colonel</i>	Full-time	1.00
<i>Constable</i>	Contractual	2.00
<i>Coordinator</i>	Full-time	1.00
<i>Corporal</i>	Full-time	17.00
<i>Court Security Deputy</i>	Full-time	14.00
<i>Crime Analyst</i>	Full-time	1.00
<i>Deputy 1<sup>st</sup> Class</i>	Full-time	36.00
<i>Deputy Sheriff Recruit/ Probationer</i>	Full-time	11.00
<i>Director, Administrative Services</i>	Full-time	1.00
<i>Fiscal Analyst</i>	Full-time	1.00
<i>Forensic Services Supervisor</i>	Full-time	1.00
<i>Forensic Services Technician</i>	Full-time	2.00
<i>HR Specialist</i>	Full-time	1.00
<i>Investigator</i>	Full-time	2.00
<i>Lieutenant</i>	Full-time	5.00
<i>Major</i>	Full-time	2.00
<i>Master Deputy</i>	Full-time	33.00
<i>Records Unit Technician</i>	Full-time	6.00
<i>Sergeant</i>	Full-time	9.00
<i>Sheriff</i>	By-Law	1.00
<i>Special Projects Coordinator</i>	Full-time	1.00
<i>Tech. Services Specialist</i>	Full-time	1.00
<i>Unit Coordinator</i>	Full-time	2.00
<b>Total</b>		153.00

## Total County Funding to Sheriff's Office

Department	Estimated Cost
<i>Sheriff Services</i>	\$11,395,920
<i>Health Benefits</i>	2,030,000
<i>Public Safety</i>	244,140
<i>Utilities</i>	34,840
<i>Building Maintenance</i>	9,200
<i>Building Leases</i>	30,000
<i>Technology Support</i>	82,270
<i>Fleet</i>	1,289,250
<i>Grant Cash Match</i>	55,620
<b>Total</b>	\$15,171,240

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**State's Attorney**

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# State's Attorney's Office Summary

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	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
State's Attorney's Office	\$3,490,789	\$3,568,100	\$3,373,590	\$3,415,690	-4.27%	1.25%
Victim Witness Assistance	\$273,333	\$0	\$0	\$0	0.00%	0.00%
<b>Total State's Attorney's Office</b>	<b>\$3,764,122</b>	<b>\$3,568,100</b>	<b>\$3,373,590</b>	<b>\$3,415,690</b>	<b>-4.27%</b>	<b>1.25%</b>

## Mission and Goals

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

### Goals include:

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

## 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 coverage, building maintenance, vehicles and maintenance, technology services and support, and Personnel Services' staff.
- The chart below shows a history of new cases from 2012 to 2015.

	CY 12	CY 13	CY 14	CY 15
Circuit Court	1,376	1,288	1,217	865
District Court	4,789	4,932	5,397	4,369
Juvenile Court	264	216	183	287
<b>Totals</b>	<b>6,429</b>	<b>6,436</b>	<b>6,797</b>	<b>5,521</b>

## Budget Changes

- For FY 16, the State's Attorney's Office and the Victim Witness Assistance budgets were combined.
- The decrease from the FY 16 Original to Adjusted is due to an inspector position transferred to Sheriff Services and the elimination of funding for a planned move of the State's Attorney's Office from the Circuit Court Annex building.

# State's Attorney's Office

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$2,120,481	\$2,576,120	\$2,518,470	\$2,573,480	-0.10%	2.18%
Benefits	1,131,748	672,010	685,150	686,570	2.17%	0.21%
Operating	182,428	313,120	163,120	155,140	-50.45%	-4.89%
Capital	56,131	6,850	6,850	500	-92.70%	-92.70%
<b>Total</b>	<b>\$3,490,789</b>	<b>\$3,568,100</b>	<b>\$3,373,590</b>	<b>\$3,415,690</b>	<b>-4.27%</b>	<b>1.25%</b>
Employees FTE	36.50	44.62	43.62	43.62	-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Brian DeLeonardo, State's Attorney (410) 386-2671**  
**Sheree Lima, Management and Budget Project Coordinator (410) 386-2082**  
<http://ccgoverment.carr.org/ccg/stateatt/index.html>

## Mission and Goals

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

### Goals include:

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

## Description

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

## Program Highlights

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

	CY 13	CY 14	CY 15
Circuit Court	1,288	1,217	865
District Court	4,932	5,397	4,369
Juvenile Court	216	183	287
<b>Total</b>	<b>6,436</b>	<b>6,797</b>	<b>5,521</b>

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to an Investigator position transferred to Sheriff Services employee turnover and the elimination of funding planned for the State's Attorney's Office move from the Circuit Court Annex.
- A 2.5% salary increase is included in FY 17.

## Positions

Title	Type	FTE
<i>Assistant State's Attorney</i>	Full-time	6.00
<i>Chief Deputy State's Attorney</i>	Full-time	1.00
<i>Circuit Court Coordinator</i>	Full-time	1.00
<i>Deputy State's Attorney/Admin</i>	Full-time	1.00
<i>Drug Treatment/Ed. Liaison</i>	Full-time	1.00
<i>Executive Assistant</i>	Full-time	1.00
<i>Extradition Fugitive Technician</i>	Full-time	1.00
<i>Family Violence Coordinator</i>	Full-time	1.00
<i>Investigator</i>	Full-time	4.00
<i>Paralegal/Law Clerk</i>	Full-time	3.00
<i>Prosecution Assistant</i>	Full-time	13.62
<i>Senior Asst. State's Attorney</i>	Full-time	5.00
<i>Specialty Unit Supervisor</i>	Full-time	4.00
<i>State's Attorney</i>	By-Law	1.00
<b>Total</b>		<b>43.62</b>

## Total County Funding

Department	Estimated Cost
<i>State's Attorney's Office</i>	\$3,415,690
<i>Health Benefits</i>	763,350
<i>Building Maintenance</i>	2,360
<i>Utilities</i>	27,580
<i>Technology Support</i>	45,720
<i>Fleet Management</i>	60,000
<i>Grant's Cash Match</i>	57,600
<b>Total</b>	<b>\$4,372,300</b>



# Victim Witness Assistance

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$144,095	\$0	\$0	\$0	-100.00%	-100.00%
Benefits	117,443	0	0	0	0.00%	0.00%
Operating	10,777	0	0	0	-100.00%	-100.00%
Capital	1,018	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$273,333</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>0.00%</b>	<b>0.00%</b>
Employees FTE	5.00	0.00	0.00		-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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

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

For FY 16 the Victim Witness Assistance budget was combined with the State's Attorney's Office budget.

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## **Public Safety Other**

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# Public Safety and Corrections Other Summary

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Animal Control	\$1,095,791	\$893,990	\$893,990	\$914,900	2.34%	2.34%
EMS 24/7 Services	4,021,120	4,121,650	4,121,650	4,224,690	2.50%	2.50%
Volunteer Emergency Services Association	7,682,968	7,801,450	7,801,450	8,336,460	6.86%	6.86%
Length of Service Award Program	250,000	50,000	50,000	100,000	100.00%	100.00%
<b>Total Public Safety and Corrections Other</b>	<b>\$13,049,880</b>	<b>\$12,867,090</b>	<b>\$12,867,090</b>	<b>\$13,576,050</b>	<b>5.51%</b>	<b>5.51%</b>

## Mission and Goals

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

## Highlights, Changes, and Useful Information

- The organizations in Public Safety Other operate independently of the Board of Carroll County Commissioners' authority. Animal Control is provided by the Humane Society. Fire and Ambulance services are provided by Carroll County Volunteer Emergency Services Association (CC VESA).
- In addition to direct funding, the County also provides varying levels of in-kind support to these organizations. All of the organizations benefit from the County maintaining the emergency communication system. For Animal Control, the County provides health benefits, building maintenance and insurance. CC VESA receives radios and access to capital financing from the County's bonding authority.
- Thirteen 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

Volunteer Emergency Services Association increases due to additional funding of \$247,800 above the 2.5% planned, and one-time funding for a reserve ambulance. Included in FY 17 is the third year for replacement of self-contained breathing apparatus for eight fire companies.

# Animal Control

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	269,679	86,690	86,690	87,300	0.70%	0.70%
Operating	826,112	807,300	807,300	827,600	2.51%	2.51%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$1,095,791</b>	<b>\$893,990</b>	<b>\$893,990</b>	<b>\$914,900</b>	<b>2.34%</b>	<b>2.34%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: FY 15 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Charles Brown, Executive Director, Humane Society of Carroll County (410) 848-4810**

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

<http://www.carr.org/humane/>

## Mission and Goals

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 care and control for the safety of its citizens. The Carroll County Animal Control/Humane Society is located at 2517 Littlestown Pike, Westminster, MD.

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

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

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

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

## Program Highlights

During calendar year 2015:

- 3,639 animals were received.
- Animal Control Officers responded to more than 1,400 original calls for assistance from the public. They also inspected 60 kennels, 8 catteries, 43 grooming shops, and 10 pet stores resulting in \$18,250 in revenue for the County.
- 68,923 dog licenses were sold.
- In FY 16 adoption hours were changed to better reflect the times people are available to come to the shelter.
- Bi-monthly meetings with all animal welfare stakeholders are held to work together on animal issues.
- Euthanasia rates have dramatically decreased.

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# EMS 24/7 Services

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	4,021,120	4,121,650	4,121,650	4,224,690	2.50%	2.50%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$4,021,120</b>	<b>\$4,121,650</b>	<b>\$4,121,650</b>	<b>\$4,224,690</b>	<b>2.50%</b>	<b>2.50%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Charles Simpson Jr., President, CC VESA (410) 848-1488

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

<http://www.ccvesa.org>

## Mission and Goals

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

## Description

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

## Budget Changes

A 2.5% increase is included for FY 17.

# Length of Service Award Program

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	0	0	0	0	0.00%	0.00%
Benefits	250,000	50,000	50,000	100,000	100.00%	100.00%
Operating	0	0	0	0	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	250,000	50,000	50,000	100,000	100.00%	100.00%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

## 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

Prior to FY 16, funding for LOSAP was included in the CCVESA budget.

# Volunteer Emergency Services Association

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	507,500	296,000	296,000	303,400	2.50%	2.50%
Operating	7,175,468	7,505,450	7,505,450	8,033,060	7.03%	7.03%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$7,682,968</b>	<b>\$7,801,450</b>	<b>\$7,801,450</b>	<b>\$8,336,460</b>	<b>6.86%</b>	<b>6.86%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Charles Simpson Jr., President, CC VESA (410) 848-1488

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

<http://www.ccvesa.org>

## Mission and Goals

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

## Description

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

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

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

## Program Highlights

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

	CY 13	CY 14	CY 15
Fire	2,612	2,875	2,456
EMS	13,259	13,267	14,827
Rescue	1,066	1,054	1,081
Mutual Aid	1,849	2,054	2,164
<b>Total</b>	<b>18,786</b>	<b>19,250</b>	<b>20,528</b>

## Budget Changes

- The increase in FY 17 is due to additional funding of \$247,800 above the 2.5% planned, and one-time funding for a reserve ambulance.
- Included in FY 17 is the third year grant match for replacement of self-contained breathing apparatus for eight fire companies.

	Budget FY 16	Budget FY 17
EVOD'S	\$625,838	\$625,838
Malpractice Insurance	15,435	15,435
SCBA Grant	313,000	313,000
Wellness (Physicals)	331,000	344,882
Workers Compensation	296,000	303,400
<b>Total Special Items</b>	<b>\$1,581,273</b>	<b>\$1,602,555</b>

## Total County Funding

Department	Estimated Cost
VESA	\$7,675,660
Public Safety	161,210
<b>Total</b>	<b>\$7,836,870</b>

*Public Works Appropriations*



# Public Works Summary

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Public Works Administration	\$661,479	\$743,560	\$808,310	\$918,900	23.58%	13.68%
Building Construction	215,825	189,150	189,550	249,020	31.65%	31.37%
Engineering Administration	302,802	299,050	377,990	394,870	32.04%	4.47%
Engineering Construction Inspection	459,123	365,240	354,800	362,930	-0.63%	2.29%
Engineering Design	479,684	451,900	381,330	381,000	-15.69%	-0.09%
Engineering Survey	372,189	277,610	278,110	284,110	2.34%	2.16%
Facilities	6,850,248	9,526,840	9,483,340	10,208,250	7.15%	7.64%
Fleet Management	3,019,543	7,408,510	7,400,530	7,237,800	-2.30%	-2.20%
Permits and Inspections	1,777,014	1,391,220	1,433,470	1,518,200	9.13%	5.91%
Roads Operations	11,239,755	7,642,120	7,633,990	7,924,950	3.70%	3.81%
Storm Emergencies	3,529,739	2,244,170	2,244,170	2,072,600	-7.65%	-7.65%
Traffic Control	346,695	334,420	334,420	389,820	16.57%	16.57%
<b>Total Public Works</b>	<b>\$29,254,096</b>	<b>\$30,873,790</b>	<b>\$30,920,010</b>	<b>\$31,942,450</b>	<b>3.46%</b>	<b>3.31%</b>

## Mission and Goals

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

### Goals include:

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

## Highlights, Changes, and Useful Information

The Department of Public Works supports not only County Government operations but a host of outside agencies at varying levels.

### Budget Changes

- The increase from FY 16 Original to Adjusted in Public Works Administration is due to personnel allocation changes.
- Engineering Administration increases from FY 16 Original to Adjusted due to the transfer of a position offset by a reduction in Engineering Design.
- The decrease from FY 16 Original to Adjusted in Facilities is due to employee turnover partially offset by the addition of a Maintenance Technician position.
- Fleet decreases due to one-time funding in FY 16 for costs associated with the Drug Enforcement Support Program and an anticipated decrease in fuel prices.
- Roads decreases from FY 16 Original to Adjusted due to employee turnover offset by the addition of a Road Equipment Operator position.
- Storm Emergencies decreases for locked-in salt prices and one-time funding of \$200,000 for salt replenishment in FY 16.
- Traffic Control increases due to the cost of paint and the one-time purchase of an attenuator trailer and a message/arrow board.
- Five additional positions are included in Public Works in FY 17.

# Public Works Administration

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$293,216	\$400,460	\$437,390	\$472,660	18.03%	8.06%
Benefits	347,608	331,840	334,660	358,080	7.91%	7.00%
Operating	20,393	11,260	36,260	88,160	682.95%	143.13%
Capital	261	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$661,479</b>	<b>\$743,560</b>	<b>\$808,310</b>	<b>\$918,900</b>	<b>23.58%</b>	<b>13.68%</b>
Employees FTE	6.74	5.74	6.60	7.10	-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Director of Public Works (410) 386-2248  
 Heidi K. Pepin, Senior Budget Analyst (410) 386-2082  
<http://ccgovernment.carr.org/ccg/pubworks/default.asp>

## Mission and Goals

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

### Goals include:

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

## Description

The Director of Public Works oversees the following bureaus:

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

## Budget Changes

- The increase from FY 16 Original to Adjusted is due to personnel allocation changes.
- Personnel increases due to a 2.5% salary adjustment and a new part-time Land Acquisition Specialist.
- Benefits increase due to OPEB allocations associated with the Airport, Solid Waste, and Utilities Enterprise Funds.
- Operating increases primarily for the transfer of the Veterans Services shuttle from Citizen Services Administration.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.50
<i>Deputy Director</i>	Full-time	2.25
<i>Director</i>	Full-time	0.85
<i>Land Acquisition Specialist</i>	Part-time	0.50
<i>Project Specialist</i>	Full-time	1.00
<i>Security Staff</i>	Contractual	1.00
<b>Total</b>		<b>7.10</b>

5% of the Director, 25% of a Deputy Director, and 40% of an Administrative Assistant are charged to the Solid Waste Enterprise Fund. In addition, 5% of the Director, 25% of a Deputy Director, and 5% of an Administrative Assistant are charged to the Utilities Enterprise Fund. The remaining 5% of the Director, 25% of a Deputy Director, and 5% of an Administrative Assistant are charged to the Airport Enterprise Fund.

# Building Construction

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$137,751	\$140,690	\$141,050	\$192,730	36.99%	36.64%
Benefits	69,069	36,350	36,390	40,560	11.58%	11.46%
Operating	9,004	12,110	12,110	15,730	29.89%	29.89%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$215,825</b>	<b>\$189,150</b>	<b>\$189,550</b>	<b>\$249,020</b>	<b>31.65%</b>	<b>31.37%</b>
Employees FTE	2.00	2.00	2.00	3.00	-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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

## Positions

Title	Type	FTE
Bureau Chief	Full-time	1.00
Project Manager	Full-time	2.00
<b>Total</b>		<b>3.00</b>

## Mission and Goals

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

### Goals include:

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

## Description

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

## Program Highlights

Recent construction management projects include:

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

## Budget Changes

- Personnel increases due to a 2.5% salary adjustment and a new Project Manager position.
- Operating decreases for one-time professional development costs in FY 16.

# Engineering Administration

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$195,397	\$224,550	\$297,880	\$305,320	35.97%	2.50%
Benefits	98,461	55,620	61,230	75,760	36.21%	23.73%
Operating	8,944	8,880	8,880	11,990	35.02%	35.02%
Capital	0	10,000	10,000	1,800	-82.00%	-82.00%
<b>Total</b>	<b>\$302,802</b>	<b>\$299,050</b>	<b>\$377,990</b>	<b>\$394,870</b>	<b>32.04%</b>	<b>4.47%</b>
<b>Employees FTE</b>	<b>2.80</b>	<b>3.75</b>	<b>4.75</b>	<b>4.75</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

David P. Reese, Deputy Director (410) 386-2157  
 Heidi K. Pepin, Senior Budget Analyst (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 in twenty days 90% of the time
- Update GIS layers with data collected in the field or gathered in another fashion within five days

## 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 2015, the Bureau administered 11 engineering consultant contracts, four roadway and pipe culvert construction projects, the cleaning and painting of five Federal Aid bridges, and a millrace rehabilitation project.
- Review and processing time for 75 prequalification certificates was within the 20-day goal.

## Budget Changes

- The increase from FY 16 Original to Adjusted is due to the transfer of a Traffic Engineer position from Engineering Design.
- A 2.5% salary increase is included in FY 17.
- Operating increases primarily due to the transfer of expenses from Engineering Design.
- Capital decreases for the one-time purchase of a handheld GPS device in FY 16 partially offset by the purchase of furniture in FY 17.

## Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	1.00
<i>Capital Improvement Specialist</i>	Full-time	1.00
<i>GIS Analyst</i>	Full-time	0.75
<i>GIS Technician</i>	Full-time	1.00
<i>Traffic Engineer</i>	Full-time	1.00
<b>Total</b>		<b>4.75</b>

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

# Engineering Construction Inspection

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$267,521	\$279,670	\$269,980	\$284,300	1.66%	5.30%
Benefits	157,444	80,980	80,230	73,810	-8.85%	-8.00%
Operating	34,159	4,590	4,590	4,820	5.01%	5.01%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$459,123</b>	<b>\$365,240</b>	<b>\$354,800</b>	<b>\$362,930</b>	<b>-0.63%</b>	<b>2.29%</b>
<b>Employees FTE</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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

## Mission and Goals

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

### Goals include:

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

## Description

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

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

## Program Highlights

This division inspected the following projects in 2015:

- Cleaning and painting of five bridge structures
- Overlay projects on twenty-six roads
- Eleven mainline road maintenance projects
- Thirty-one pipe culvert crossings

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

- Candle Light
- Carroll Woods Estates
- Eldersburg Commons
- Hewitt's Landing
- Pooledale Farm
- Stafford Estates
- The Estates of Liberty Reservoir
- Vangaline Acres
- Vista Green
- Wasmere Acres
- Waters Edge

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to employee turnover.
- A 2.5% salary increase and an adjustment in hours are included in FY 17.

## Positions

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

# Engineering Design

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$304,844	\$348,610	\$283,050	\$290,130	-16.78%	2.50%
Benefits	170,154	93,680	88,670	84,440	-9.86%	-4.77%
Operating	4,686	9,610	9,610	6,430	-33.09%	-33.09%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$479,684</b>	<b>\$451,900</b>	<b>\$381,330</b>	<b>\$381,000</b>	<b>-15.69%</b>	<b>-0.09%</b>
<b>Employees FTE</b>	<b>6.00</b>	<b>6.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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

## Mission and Goals

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

### Goals include:

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

## Description

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

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

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

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

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

## Program Highlights

- During 2015, the bureau designed and advertised three road network and one pipe culvert preservation projects.
- During 2015, approximately 40 miles of roads were resurfaced, 56 pipe culverts were repaired or replaced and 13 small structure projects were designed and permitted for construction.
- Between 2011 and 2015, 290 miles of County roads, approximately 32% of the road network mileage, were treated through the pavement management and preservation program, keeping the PCI steady at a satisfactory rating of 77 in 2015.

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to the transfer of a Traffic Engineer position to Engineering Administration.
- A 2.5% salary increase is included in FY 17.
- Operating decreases primarily due to the transfer of expenses to Engineering Administration.

## Positions

Title	Type	FTE
<i>Civil Engineer Manager</i>	Full-time	1.00
<i>Engineering Technician</i>	Full-time	3.00
<i>Project Engineer</i>	Full-time	1.00
<b>Total</b>		<b>5.00</b>

# Engineering Survey

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$195,500	\$199,840	\$200,310	\$205,310	2.74%	2.50%
Benefits	151,368	69,070	69,100	69,890	1.19%	1.14%
Operating	12,831	8,700	8,700	8,910	2.41%	2.41%
Capital	12,490	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$372,189</b>	<b>\$277,610</b>	<b>\$278,110</b>	<b>\$284,110</b>	<b>2.34%</b>	<b>2.16%</b>
<b>Employees FTE</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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

## Mission and Goals

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

### Goals include:

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

## Description

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

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

## Program Highlights

In FY 15, Engineering Survey performed 387 surveys, a 70% increase from the prior year. The Bureaus of Resource Management, Engineering, and Roads Operations account for the majority of the workload.

## Budget Changes

A 2.5% salary increase is included in FY 17.

## Positions

Title	Type	FTE
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
<b>Total</b>		<b>5.00</b>

# Facilities

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$2,269,348	\$2,316,850	\$2,276,430	\$2,363,290	2.00%	3.82%
Benefits	1,452,825	696,280	693,200	700,270	0.57%	1.02%
Operating	2,760,527	6,477,860	6,477,860	7,114,760	9.83%	9.83%
Capital	367,548	35,850	35,850	29,930	-16.51%	-16.51%
<b>Total</b>	<b>\$6,850,248</b>	<b>\$9,526,840</b>	<b>\$9,483,340</b>	<b>\$10,208,250</b>	<b>7.15%</b>	<b>7.64%</b>
<b>Employees FTE</b>	<b>51.50</b>	<b>51.50</b>	<b>52.50</b>	<b>53.50</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation while some operating expenditures were allocated to individual budgets. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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

## Mission and Goals

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

### Goals include:

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

## Description

The Bureau of Facilities provides maintenance, repairs and renovations for buildings at 45 locations, with multiple buildings at several sites, throughout Carroll County. Full service maintenance is provided for air conditioning, heating, ventilating, plumbing, and electrical systems, and all other aspects involving the maintenance of building structures and equipment. Emphasis is placed on preventative maintenance efforts to reduce emergency calls and extend the useful life of buildings and equipment.

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

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

## Program Highlights

Recent projects include:

- Replacement of the Courthouse Annex elevators
- Oversight of Johnson Controls Phase 3 implementation
- Replacement of the boiler at the Historic Courthouse

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to employee turnover partially offset by the addition of a Maintenance Technician position.
- Personnel increases due to a 2.5% salary adjustment and a new Maintenance Technician position.
- Operating increases due to additional funding for maintenance of the three planned school closures.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Custodian</i>	Contractual	0.40
<i>Custodian</i>	Full-time	3.00
<i>Custodian</i>	Part-time	0.60
<i>Electrician</i>	Full-time	3.00
<i>Facilities Manager</i>	Full-time	2.00
<i>Facilities Supervisor</i>	Full-time	5.00
<i>HVAC Mechanic</i>	Full-time	4.00
<i>Maintenance Technician</i>	Full-time	25.00
<i>Service/Maintenance</i>	Contractual	0.50
<i>Technical Support Coordinator</i>	Full-time	1.00
<i>Trades Specialist</i>	Full-time	7.00
<b>Total</b>		<b>53.50</b>



# Fleet Management

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$1,000,603	\$1,034,550	\$1,027,140	\$1,053,850	1.87%	2.60%
Benefits	689,746	320,760	320,190	330,800	3.13%	3.31%
Operating	1,460,397	3,916,700	3,916,700	3,821,450	-2.43%	-2.43%
Capital	(131,203)	2,136,500	2,136,500	2,031,700	-4.91%	-4.91%
<b>Total</b>	<b>\$3,019,543</b>	<b>\$7,408,510</b>	<b>\$7,400,530</b>	<b>\$7,237,800</b>	<b>-2.30%</b>	<b>-2.20%</b>
Employees FTE	24.00	24.00	24.00	24.00	-----	-----

Note: FY 15 Actuals include a health and fringe allocation while some operating and capital outlay expenditures were allocated to individual budgets. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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

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

Replacement Type	Number	Amount
Car	2	37,000
Dump Truck	4	706,000
Gator	1	19,000
Mowers/Tractors	3	156,000
Patrol Car	12	328,500
SUV	13	432,200
Truck	13	415,000
Van	2	75,000
Wet Systems - Dump Trucks	4	20,000
<b>Total</b>	<b>54</b>	<b>\$2,188,700</b>

## Mission and Goals

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

### Goals include:

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

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

Additional Type	Number	Amount
Mini-Excavator	1	62,000
SUV	2	57,000
Trailer	1	9,000
Truck	1	25,000
<b>Total</b>	<b>5</b>	<b>\$153,000</b>

## Description

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

## Program Highlights

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

FY 12	FY 13	FY 14	FY 15
\$1,283,910	\$1,226,197	\$1,354,962	\$1,228,561

## Budget Changes

- A 2.5% salary increase is included in FY 17.
- Operating decreases due to an anticipated decrease in fuel prices.
- Capital decreases due to one-time funding in FY 16 for costs associated with the Drug Enforcement Support Program.

## Positions

Title	Type	FTE
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
<b>Total</b>		<b>24.00</b>

# Permits and Inspections

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$1,021,251	\$1,038,050	\$1,076,370	\$1,140,840	9.90%	5.99%
Benefits	696,882	333,220	336,160	353,290	6.02%	5.10%
Operating	58,881	19,950	20,940	24,070	20.65%	14.95%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$1,777,014</b>	<b>\$1,391,220</b>	<b>\$1,433,470</b>	<b>\$1,518,200</b>	<b>9.13%</b>	<b>5.91%</b>
<b>Employees FTE</b>	<b>22.00</b>	<b>22.00</b>	<b>23.00</b>	<b>24.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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

## Mission and Goals

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

### Goals include:

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

## Description

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

## Program Highlights

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

Inspections	2012	2013	2014	2015
Building	14,378	15,185	15,151	15,135
Electrical	10,807	10,838	12,116	12,627
Plumbing/Site	10,799	11,431	12,296	11,382
<b>Total</b>	<b>35,984</b>	<b>37,454</b>	<b>39,563</b>	<b>39,144</b>

## Budget Changes

- The increase from FY 16 Original to Adjusted is due to the addition of a new Building Inspector position.
- Personnel increases due to a 2.5% salary adjustment and a new Fire Inspector position.
- Benefits increase due to OPEB allocations.
- Operating increases for professional development.

## Positions

Title	Type	FTE
<i>Building Inspector</i>	Full-time	3.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Chief Building Inspector</i>	Full-time	1.00
<i>Chief Electrical Inspector</i>	Full-time	1.00
<i>Chief Plumbing Inspector</i>	Full-time	1.00
<i>Deputy Code Official</i>	Full-time	1.00
<i>Electrical Inspector</i>	Full-time	2.00
<i>Fire Inspector</i>	Full-time	1.00
<i>Minimum Livability Code Coordinator/Inspector</i>	Full-time	1.00
<i>Office Manager</i>	Full-time	1.00
<i>Plans Examiner</i>	Full-time	1.00
<i>Plans/Permits Processors</i>	Full-time	7.00
<i>Plumbing Inspector</i>	Full-time	3.00
<b>Total</b>		<b>24.00</b>

# Roads Operations

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
<b>Personnel</b>	\$3,754,336	\$3,975,160	\$3,968,170	\$4,098,190	3.09%	3.28%
<b>Benefits</b>	2,909,112	1,367,980	1,366,840	1,394,680	1.95%	2.04%
<b>Operating</b>	3,451,907	2,287,805	2,287,805	2,379,165	3.99%	3.99%
<b>Capital</b>	1,124,401	11,175	11,175	52,915	373.51%	373.51%
<b>Total</b>	\$11,239,755	\$7,642,120	\$7,633,990	\$7,924,950	3.70%	3.81%
<b>Employees FTE</b>	105.90	105.90	106.90	107.90	-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**David P. Reese, Deputy Director (410) 386-2157**  
**Heidi K. Pepin, Senior Budget Analyst (410) 386-2082**  
<http://ccgovernment.carr.org/ccg/roads/>

## Mission and Goals

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

### Goals include:

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

## Description

The bureau of Roads Operations maintains approximately 150 bridges and more than 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 16 Original to Adjusted is due to employee turnover offset by the addition of a Road Equipment Operator position.
- Personnel increases due to a 2.5% salary adjustment and a new Road Equipment Operator position.
- Operating increases for employee training, stone, and major road repairs.
- Capital increases for the one-time purchase of an additional tank and skid steer attachment.

## Positions

Title	Type	FTE
<i>Area Roads Chief</i>	Full-time	5.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Equipment Mechanic/Tool Room</i>	Full-time	1.00
<i>Foreman, Bridge Crew</i>	Full-time	1.00
<i>Foreman, Roads</i>	Full-time	7.00
<i>Foreman, Surface Crew</i>	Full-time	1.00
<i>Foreman, Traffic Control</i>	Full-time	1.00
<i>Mower Operator</i>	Contractual	2.00
<i>Office Associate</i>	Full-time	3.00
<i>Office Associate</i>	Part-time	0.50
<i>Office Manager</i>	Full-time	1.00
<i>Paver Operator</i>	Full-time	1.00
<i>Public Works Inspector</i>	Full-time	2.00
<i>Road Equipment Operator</i>	Full-time	67.00
<i>Road Maintenance Worker</i>	Full-time	12.00
<i>Roads Administrative Supervisor</i>	Full-time	1.00
<i>Technician</i>	Contractual	0.40
<i>Tree Trimming Inspector</i>	Full-time	1.00
<b>Total</b>		<b>107.90</b>

# Storm Emergencies

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$666,767	\$459,100	\$459,100	\$470,580	2.50%	2.50%
Benefits	0	0	0	0	0.00%	0.00%
Operating	2,853,394	1,783,920	1,783,920	1,557,870	-12.67%	-12.67%
Capital	9,578	1,150	1,150	44,150	3739.13%	3739.13%
<b>Total</b>	<b>\$3,529,739</b>	<b>\$2,244,170</b>	<b>\$2,244,170</b>	<b>\$2,072,600</b>	<b>-7.65%</b>	<b>-7.65%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

David P. Reese, Deputy Director (410) 386-2157  
 Heidi K. Pepin, Senior Budget Analyst (410) 386-2082  
<http://ccgovernments.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
- Vehicles accidents
- Other hazards

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

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

## Budget Changes

- Operating decreases for locked-in salt prices and one-time funding of \$200,000 for salt replenishment in FY 16.
- Capital increases due to the first of three replacement bunk trailers in FY 17 – 19.

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# Traffic Control

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	346,117	333,020	333,020	361,120	8.44%	8.44%
Capital	578	1,400	1,400	28,700	1950.00%	1950.00%
<b>Total</b>	<b>\$346,695</b>	<b>\$334,420</b>	<b>\$334,420</b>	<b>\$389,820</b>	<b>16.57%</b>	<b>16.57%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

David P. Reese, Deputy Director (410) 386-2157

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

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

## Mission and Goals

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

### Goals include:

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

## Description

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

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

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

- Replacement
- Repair
- Cleaning
- Creating
- Installation

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

## Budget Changes

- Operating increases due to the cost of paint.
- Capital increases primarily for the purchase of an attenuator trailer and a message/arrow board.

*Citizen Services Appropriations*

# Citizen Services Summary

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Citizen Services Administration	\$821,731	\$392,920	\$360,590	\$379,020	-3.54%	5.11%
Aging and Disabilities	1,337,716	1,088,050	1,051,660	1,143,080	5.06%	8.69%
Recovery Support Services	820,397	825,000	825,000	845,630	2.50%	2.50%
<b>Total Citizen Services</b>	<b>\$2,979,845</b>	<b>\$2,305,970</b>	<b>\$2,237,250</b>	<b>\$2,367,730</b>	<b>2.68%</b>	<b>5.83%</b>

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Access Carroll	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	0.00%
The Arc Carroll County	237,860	237,860	237,860	250,240	5.20%	5.20%
CHANGE, Inc.	237,860	237,860	237,860	250,240	5.20%	5.20%
Family and Children's Services Domestic Violence	74,250	134,250	134,250	188,280	40.25%	40.25%
Family and Children's Services Sexual Abuse	205,130	205,130	205,130	181,280	-11.63%	-11.63%
Flying Colors of Success	36,540	38,370	38,370	88,290	130.10%	130.10%
Human Services Program	808,340	1,124,610	1,124,610	1,147,100	2.00%	2.00%
Mosaic Community Services	104,450	104,450	104,450	105,490	1.00%	1.00%
Rape Crisis Intervention Services	86,520	90,850	90,850	136,160	49.87%	49.87%
Target Community and Ed. Services	237,860	237,860	237,860	250,240	5.20%	5.20%
Youth Services Bureau	635,210	704,270	704,270	792,360	12.51%	12.51%
<b>Total Citizen Services Non-Profits</b>	<b>\$2,684,020</b>	<b>\$3,135,510</b>	<b>\$3,135,510</b>	<b>\$3,409,680</b>	<b>8.74%</b>	<b>8.74%</b>

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Health Department	\$3,149,653	\$3,215,710	\$3,215,710	\$3,296,100	2.50%	2.50%
Social Services	55,000	20,000	20,000	20,000	0.00%	0.00%
<b>Total Citizen Services State</b>	<b>\$3,204,653</b>	<b>\$3,235,710</b>	<b>\$3,235,710</b>	<b>\$3,316,100</b>	<b>2.48%</b>	<b>2.48%</b>

<b>Total Citizen Services</b>	<b>\$8,868,518</b>	<b>\$8,677,190</b>	<b>\$8,608,470</b>	<b>\$9,093,510</b>	<b>4.80%</b>	<b>5.63%</b>
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# **Citizen Services**

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# Citizen Services Summary

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	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Citizen Services Administration	\$821,731	\$392,920	\$360,590	\$379,020	-3.54%	5.11%
Aging and Disabilities	1,337,716	1,088,050	1,051,660	1,143,080	5.06%	8.69%
Recovery Support Services	820,397	825,000	825,000	845,630	2.50%	2.50%
<b>Total Citizen Services</b>	<b>\$2,979,845</b>	<b>\$2,305,970</b>	<b>\$2,237,250</b>	<b>\$2,367,730</b>	<b>2.68%</b>	<b>5.83%</b>

## Mission and Goals

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

### Goals include:

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

## Highlights, Changes, and Useful Information

Services provided at the Senior Centers	FY 13	FY 14	FY 15
Meals served	34,357	33,055	37,124
Older Adults Registered at Senior Community Centers	5,227	5,338	5,556
Income Tax Forms prepared by AARP at Bureau	1,288	1,085	1,255

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to employee turnover.
- Citizen Services Administration decreases due to the transfer of the Veterans Services shuttle to Public Works Administration, partially offset by a 2.5% salary increase and a 3<sup>rd</sup> Veteran Service Coordinator position.
- Aging and Disabilities decrease from FY 16 Original to Adjusted is due to the employee allocation change for the Fiscal Supervisor
- Aging and Disabilities increase from FY16 Adjusted to FY17 budget is due to a new Bureau Chief position and classes offered at the Senior Centers. These expenses will be offset by fees for the classes.
- One-time funding of \$14,200 for gym equipment at senior centers is included in Aging and Disabilities.

# Citizen Services Administration

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$256,017	\$272,870	\$266,060	\$297,680	9.09%	11.88%
Benefits	119,568	81,840	81,320	67,970	-16.95%	-16.42%
Operating	278,083	38,210	13,210	13,370	-65.01%	1.21%
Capital	168,064	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$821,731</b>	<b>\$392,920</b>	<b>\$360,590</b>	<b>\$379,020</b>	<b>-3.54%</b>	<b>5.11%</b>
<b>Employees FTE</b>	<b>5.25</b>	<b>5.25</b>	<b>5.25</b>	<b>5.88</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Christine Cambareri Kay, Director (410) 386-3600**  
**Chizuko M. Godwin, Budget Analyst (410) 386-2082**  
<http://ccgovernment.carr.org/ccg/citerv/default.asp>

## Mission and Goals

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

### Goals include:

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

## Description

The Department of Citizen Services administers:

- Aging and Disabilities
- 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 decrease from FY 16 Original to Adjusted is due to employee turnover.
- Personnel increases due to a 2.5% salary adjustment and a 3<sup>rd</sup> contractual Veteran Services Coordinator position.
- Benefits decrease due to Pension and OPEB allocations.
- Operating decreases due to the transfer of the Veterans Services shuttle to Public Works Administration.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Deputy Director</i>	Full-time	0.60
<i>Director</i>	Full-time	1.00
<i>Homeless Info. Systems Analyst</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	0.40
<i>Veteran Services Assistant</i>	Contractual	1.88
<b>Total</b>		<b>5.88</b>

# Aging and Disabilities

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$697,033	\$709,290	\$675,490	\$752,380	6.08%	11.38%
Benefits	480,322	235,220	232,630	237,110	0.80%	1.93%
Operating	160,361	133,040	133,040	136,390	2.52%	2.52%
Capital	0	10,500	10,500	17,200	63.81%	63.81%
<b>Total</b>	<b>\$1,337,716</b>	<b>\$1,088,050</b>	<b>\$1,051,660</b>	<b>\$1,143,080</b>	<b>5.06%</b>	<b>8.69%</b>
<b>Employees FTE</b>	<b>19.00</b>	<b>19.00</b>	<b>18.44</b>	<b>19.44</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 actuals include a health and fringe allocation other operating expenditures. 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**  
**Chizuko M. Godwin, Budget Analyst (410) 386-2082**  
<http://ccgovernment.carr.org/ccg/aging/default.asp>

## Mission and Goals

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

### Goals include:

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

## Description

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

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

## Program Highlights

- Carroll County is a site for Maryland Access Point (MAP). MAP is Maryland's version of Federal Aging and Disability Resource Center. It streamlines access to needed services for older adults and those 18 and over with disabilities.
- At the five senior centers, 5,556 older adults are registered.
- In FY 15, 2,194 individual classes were run in the center. There were 4,549 older adults who took advantage of these classes.

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to the employee allocation change for the Fiscal Supervisor.
- Personnel increase due to a 2.5% salary adjustment and a new Bureau Chief position.
- Benefits decrease due to Pension and OPEB allocations.
- Operating increases due to classes offered at the senior centers. These expenses are offset by fees for the classes.
- Capital increase due to one-time funding of \$14,200 for gym equipment at senior centers.

## Positions

Title	Type	FTE
<i>Asst. Senior Center Manager</i>	Full-time	5.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Community Service Supervisor</i>	Full-time	1.00
<i>Custodial Services Supervisor</i>	Full-time	5.00
<i>Fiscal Supervisor</i>	Full-time	0.44
<i>Information and Asst. Supervisor</i>	Full-time	1.00
<i>Project Coordinator</i>	Full-time	1.00
<i>Senior Center Manager</i>	Full-time	5.00
<b>Total</b>		<b>19.44</b>

# Recovery Support Services

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	0	0	0	0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	813,558	825,000	825,000	845,630	2.50%	2.50%
Capital	6,839	0	0	0	0.00%	0.00%
<b>Total</b>	<b>820,397</b>	<b>825,000</b>	<b>825,000</b>	<b>845,630</b>	<b>2.50%</b>	<b>2.50%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Christine Cambareri Kay, Director (410) 386-3600  
Chizuko M. Godwin, Budget Analyst (410) 386-2082

## Mission and Goals

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

### Goals include:

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

## Description

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

## Budget Changes

A 2.5% increase is included for FY 17.

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# **Citizen Services Non-Profits**

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# Citizen Services Non-Profits Summary

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	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Access Carroll	\$20,000	\$20,000	\$20,000	\$20,000	0.00%	0.00%
The Arc Carroll County	237,860	237,860	237,860	250,240	5.20%	5.20%
CHANGE, Inc.	237,860	237,860	237,860	250,240	5.20%	5.20%
Family and Children's Services Domestic Violence	74,250	134,250	134,250	188,280	40.25%	40.25%
Family and Children's Services Sexual Abuse	205,130	205,130	205,130	181,280	-11.63%	-11.63%
Flying Colors of Success	36,540	38,370	38,370	88,290	130.10%	130.10%
Human Services Program	808,340	1,124,610	1,124,610	1,147,100	2.00%	2.00%
Mosaic Community Services	104,450	104,450	104,450	105,490	1.00%	1.00%
Rape Crisis Intervention Services	86,520	90,850	90,850	136,160	49.87%	49.87%
Target Community and Ed. Services	237,860	237,860	237,860	250,240	5.20%	5.20%
Youth Services Bureau	635,210	704,270	704,270	792,360	12.51%	12.51%
<b>Total Citizen Services Non-Profits</b>	<b>\$2,684,020</b>	<b>\$3,135,510</b>	<b>\$3,135,510</b>	<b>\$3,409,680</b>	<b>8.74%</b>	<b>8.74%</b>

## Mission and Goals

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

### Goals include:

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

## Highlights, Changes, and Useful Information

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

### Budget Changes

- Additional funding of \$10,000 is included in The Arc Carroll County for the Autism program.
- Additional funding of \$10,000 is included in CHANGE, Inc. for IT upgrades.
- Family and Children's Services Domestic Violence increases due to costs associated with the Safe House shelter.
- Family and Children's Services Sexual Abuse decreases due to the \$30,000 reallocation of funds to Domestic Violence.
- One-time funding of \$48,000 is included in Flying Colors of Success for the replacement of a wheelchair lift van.
- Additional funding of \$40,770 is included in Rape Crisis Intervention Services to help their outreach effort to schools and the community.
- Additional funding of \$10,000 is included in Target Community and Educational Services.
- Additional funding of \$125,000 is included in Youth Service Bureau for drug treatment.

# Access Carroll

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
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**

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

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

## Mission and Goals

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

### Goals include:

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

## Description

Access Carroll is a primary care medical office located at 10 Distillery Drive in Westminster, MD. Access Carroll provides free medical care and health education to uninsured Carroll County residents who are at 200% or below the Federal Poverty Level. The organization estimates that roughly 24,000 people in the County qualify for treatment. Patients are seen on an appointment basis by nurse practitioners, physicians, or physician assistants and donations are accepted. In 2013, the on-site services of family dental care were included. In addition to primary healthcare, services also include:

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

In addition to the direct contribution of \$20,000, the County provides Access Carroll with \$259,000 of in-kind services through building space at the Citizen Services Distillery Building.

## Program Highlights

- Access Carroll serviced 7,744 individual patients, including 855 new ones in FY 15.
- Access Carroll utilizes the services of over 205 volunteers, which provided 8,370 hours of professional and clinical services in FY 15.
- In FY 15, over \$6,354,374 of chronic disease medications were acquired for patients at no cost through the Patient Assistance Programs (PAPs).

## Budget Changes

This budget is held flat from FY 16.

# The Arc Carroll County

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	237,860	237,860	237,860	250,240	5.20%	5.20%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$237,860</b>	<b>\$237,860</b>	<b>\$237,860</b>	<b>\$250,240</b>	<b>5.20%</b>	<b>5.20%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Donald Rowe, Executive Director (410) 848-4124

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

<http://www.arccarroll.com>

## Mission and Goals

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

### Goals include:

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

## Description

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

- Community Living programs
- Day Services programs
- Transportation services

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

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

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

## Program Highlights

In FY 15:

- Employment services were provided to 131 individuals.
- Individual and family support services were provided to 71 clients.
- Residential services were provided to 27 clients.

## Budget Changes

- A 1% increase is included in FY 17.
- Additional funding of \$10,000 is included for the Autism program.



# CHANGE, Inc.

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	237,860	237,860	237,860	250,240	5.20%	5.20%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$237,860</b>	<b>\$237,860</b>	<b>\$237,860</b>	<b>\$250,240</b>	<b>5.20%</b>	<b>5.20%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

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

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

## Mission and Goals

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

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

### Goals include:

- Provide day habilitation, transitional, and vocational services for 175 individuals
- Provide support services for 80 adults and children
- Provide respite services for 100 adults and children at the Respite Inn

## Program Highlights

- In FY 15, 235 individuals were served.
- Vocational Opportunities for Independent Change and Empowerment (VOICE) is a new program that works with the clients on in-home living skills.

## Description

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

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

## Budget Changes

- A 1% increase is included in FY 17.
- Additional funding of \$10,000 in FY 17 for IT upgrades.

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

The Vocational Program provides supported employment, a sheltered workshop environment, and supported employment opportunities for 90 individuals.

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

# Family and Children's Services Domestic Violence

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	74,250	134,250	134,250	188,280	40.25%	40.25%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$74,250</b>	<b>\$134,250</b>	<b>\$134,250</b>	<b>\$188,280</b>	<b>40.25%</b>	<b>40.25%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Katie Cashman, Director of Carroll County Programs**  
(410) 876-1233

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

## Mission and Goals

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

### Goals include:

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

## Description

In Carroll County, the Domestic Violence Program (DVP) of Family and Children's Services (FCS) of Central Maryland located at 22 North Court Street, Westminster, MD. FCS is a private, non-profit, non-sectarian social services agency that provides specialized programs to troubled or vulnerable families and individuals so they can improve their quality of life. The emphasis of DVP is on establishing safety from violence for victims and their children, and the prevention of future episodes of violence through work with offenders. FCS has been providing services to clients suffering from domestic violence since 1977. Services include:

- Twenty-four hour hotline, emergency counseling, and shelter at the DVP Safe House.
- DVP Safe House offers up to 60 days of safe shelter, individual and group counseling and therapy, education, ongoing case management, and support groups.
- Legal representation, court accompaniment and assistance obtaining resources for victims.
- Outreach with police accompaniment as follow-up to 911 calls (First Step Projects)
- Court-ordered and voluntary programs include: Abuser Intervention, Anger Management, and Appropriate Responses to Abuse.

## Program Highlights

- In FY 15, the Safe House and the alternative shelter settings provided 24-hour-a-day crisis counseling to 43 adults and 41 children for a total of 1,864 bed nights.
- Court-based assistance, crisis intervention, and counseling services were provided to 1,080 victims and their children, which included over 2,685 counseling sessions.
- 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. In FY 15, the LAP was implemented at Carroll Hospital Center and FCS trained 600 Hospital employees. Currently FCS is working with Carroll Community College to implement the LAP.

## Budget Changes

- One-time funding of \$60,000 was included for the Domestic Violence Safe House shelter in FY16.
- A 3% increase is included in FY17.
- Additional funding of \$80,000 is due to costs associated with the Domestic Violence Safe House shelter.
- Additional funding of \$30,000 is due to reallocation of funds from Family and Children's Services Sexual Abuse.

# Family and Children's Services Sexual Abuse

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	205,130	205,130	205,130	181,280	-11.63%	-11.63%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$205,130</b>	<b>\$205,130</b>	<b>\$205,130</b>	<b>\$181,280</b>	<b>-11.63%</b>	<b>-11.63%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Katie Cashman, Director of Carroll County Programs**  
**(410) 876-1233**  
**Chizuko M. Godwin, Budget Analyst (410) 386-2082**

## Mission and Goals

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

### Goals include:

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

## Description

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

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

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

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

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

## Program Highlights

In FY 15:

- 815 counseling sessions were provided to 133 child victims.
- SATC provided 103 counseling sessions to 29 non-offending parents and other family members of victims.
- 38 adult survivors received 252 sessions

## Budget Changes

- A 3% increase is included in FY 17.
- Operating decreases \$30,000 due to reallocation of funds to Family and Children's Services Domestic Violence.

# Flying Colors of Success

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	36,540	38,370	38,370	88,290	130.10%	130.10%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$36,540</b>	<b>\$38,370</b>	<b>\$38,370</b>	<b>\$88,290</b>	<b>130.10%</b>	<b>130.10%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

C. Michael Hardesty, M.S. President/CEO (410) 876-0838

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

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

## Budget Changes

- A 5% increase is included in FY 17.
- One-time funding of \$48,000 is included in FY 17 for the replacement of a wheelchair van.

## Mission and Goals

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

### Goals include:

- Provide quality community-based residential services to citizens with intellectual and developmental disabilities in single family homes throughout Carroll County
- Develop and provide specialized one-on-one day services for individuals ineligible for, or who elect not to choose traditional day program services
- Develop handicap accessible housing, and serve as a model for other organizations and citizens needing same
- 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 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 15, FCS, Inc. provided residential services for 32 individuals and day services to 6, for a total of 38 individuals served.

# Human Services Program

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	808,340	1,124,610	1,124,610	1,147,100	2.00%	2.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$808,340</b>	<b>\$1,124,610</b>	<b>\$1,124,610</b>	<b>\$1,147,100</b>	<b>2.00%</b>	<b>2.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

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

## Mission and Goals

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

### Goals include:

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

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

## Description

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

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

### Constituents Served:

	Clients	Households
FY 12	9,499	5,002
FY 13	12,274	4,952
FY 14	12,534	5,277
FY 15	9,911	4,973

In addition to the direct contribution of \$1,147,100, the County provides Human Service Programs with \$663,000 of estimated in-kind services through building space at the Citizen Services Distillery Building and \$203,000 for the space provided for Safe Haven.

## Program Highlights

In FY 15:

- 64 adults and 40 children were housed in the Women's Shelter.
- 150 adults were served at the Cold Weather Shelter.
- 1459 households needed assistance with energy and emergency services.
- 111 clients were served through Opportunity WORKS at Second Chances.
- Safe Haven served 49 individuals; 35 men and 14 women.

## Budget Changes

A 2% increase is included in FY 17.

# Mosaic Community Services

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	104,450	104,450	104,450	105,490	1.00%	1.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$104,450</b>	<b>\$104,450</b>	<b>\$104,450</b>	<b>\$105,490</b>	<b>1.00%</b>	<b>1.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

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

## Mission and Goals

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

### Goals include:

- Provide quality outpatient mental health psychiatric treatment services and therapy
- Provide crisis and case management services
- Provide facility-based Psychiatric Rehabilitation services for up to 100 Carroll County adults with severe mental illness at any one time
- Provide in-home and off-site based Psychiatric Rehabilitation services for up to 30 Carroll County adults with severe mental illness at any one time
- Provide Residential Rehabilitation Housing for up to 28 county residents with severe mental illness at any one time
- Provide a comprehensive corporate compliance and quality improvement program to evaluate treatment outcomes and develop process improvement

## Description

Mosaic Community Services, Inc. is a non-profit mental health organization that began operating Granite House at 288 E. Green Street, Westminster, MD in July of 2008. Granite House (a program of Mosaic Community Services) is Carroll County's largest provider of publicly supported outpatient mental health services to adults and older teens. The organization's two primary services include the clinic and group practice and the Psychiatric Rehabilitation Program.

## Program Highlights

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

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

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

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

## Budget Changes

A 1% increase is included in FY 17.

# Rape Crisis Intervention Service

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	86,520	90,850	90,850	136,160	49.87%	49.87%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$86,520</b>	<b>\$90,850</b>	<b>\$90,850</b>	<b>\$136,160</b>	<b>49.87%</b>	<b>49.87%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Janice Kispert, CEO (410) 857-0900

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

<http://www.rapecrisiscc.org>

In addition to the direct contribution of \$136,160, the County provides RCIS with \$38,000 of estimated in-kind services through building space.

## Mission and Goals

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

### Goals include:

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

## Program Highlights

Service Volume in FY 15:

- 200 individuals served
- 320 Hotline calls
- 112 face-to-face interventions
- 245 individual and group therapy sessions

## Budget Changes

- A 5% increase is included in FY17.
- Additional funding of \$40,770 is included for outreach efforts in schools and the community.

## Description

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

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

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

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

# Target Community and Educational Services

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	237,860	237,860	237,860	250,240	5.20%	5.20%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$237,860</b>	<b>\$237,860</b>	<b>\$237,860</b>	<b>\$250,240</b>	<b>5.20%</b>	<b>5.20%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

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

## Mission and Goals

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

### Goals include:

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

## Description

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

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

### Target programs include:

- Seven alternative living unit houses owned by Target and occupied by no more than three developmentally disabled adults and the direct care of staff
- Supervision, support, and direct care to clients who choose to live with their family or in their own home
- Assisting individuals with disabilities in finding jobs
- Job-coaching support and helping individuals earn a competitive wage

- A partnership with Carroll County Public Schools to provide a School-to-Work transaction program for students with disabilities leaving the public school system, but not ready for college or employment
- An autism program that provides in-home support, services, and respite for families in Carroll County who have children with autism

The Winchester Country Inn is the former home of William Winchester, the founder of Westminster, MD. It is located on the property used by Target Community and Educational Services, Inc. The Inn is a functioning tearoom and gift shop as well as vocational training site for individuals with developmental disabilities.

## Program Highlights

The table below shows the number of clients Target served in FY 13 through FY 15:

Type of Service	FY 13	FY 14	FY 15
Alternative Living Services	21	21	19
Family Support Services	18	18	18
Autism Program	23	26	32
Supportive Employment	27	29	28
Rehabilitative Services	86	45	37
Post-Secondary	18	13	12
Day Program	20	20	21
<b>Total</b>	<b>213</b>	<b>172</b>	<b>167</b>

## Budget Changes

- A 1% increase is included in FY 17.
- Additional funding of \$10,000 is also included in FY17.



# Youth Services Bureau

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	635,210	704,270	704,270	792,360	12.51%	12.51%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$635,210</b>	<b>\$704,270</b>	<b>\$704,270</b>	<b>\$792,360</b>	<b>12.51%</b>	<b>12.51%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

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

## Mission and Goals

To provide a continuum of community-based mental health and substance abuse services for children, adults, and families in Carroll County. The Carroll County Youth Service Bureau (CCYSB) uses a multi-disciplinary approach to deliver prevention, intervention, and treatment services in the least restrictive and most cost effective manner. In the true spirit of the helping profession, CCYSB is dedicated to excellence in service, innovation in programming, and responsiveness to our community.

### Goals include:

- Maximize potential of youth by advocating for, providing, and supporting high-quality counseling
- Provide crisis intervention services by way of suicide intervention and potential for violence assessments
- Direct children and families to other appropriate resources when services at CCYSB are at capacity
- Provide educational and outreach services to children, parents, adults, and organizations in the community
- Deter youth from delinquent activities through early intervention and prevention activities
- Identify physical and social conditions that provide opportunities for growth and healthy maturation for youth
- Provide home-based, case management, intensive counseling and support services through mobile treatment and family preservation services
- Provide quality service by staying current in clinical knowledge and statistical trends and by continually evaluating the effectiveness through a quality assurance system

## Description

Since October 2009, the CCYSB has operated from its new building on donated County property at 59 Kate Wagner Road. Westminster. Serving the Carroll County community since 1972, CCYSB is an outpatient mental health clinic for children, adults, and families and the organization receives oversight licensing and certification from the MD Departments of Health and Mental Hygiene (DHMH) and Juvenile Services (DJS). The Local Management Board (LMB) also provides oversight. On July 1, 2011 CCYSB took over the management of the substance abuse services formally provided by Junction, Inc.

CCYSB clients possess a variety of behavioral and emotional illnesses and can include at-risk and severely emotionally disturbed children, adolescents, and adults, as well as the chronically mentally ill. With a strong focus on prevention through early intervention, education, and recognition that children, adults, and families may require different services, CCYSB has developed a continuum of services to meet individual needs. Services currently provided include:

- Violence Assessment Program
- Mobile Treatment Program
- Intensive Family Preservation Services
- Safe and Stable Family Preservation Program
- Brief Strategic Family Therapy
- Parenting Education Workshops
- Suicide/Self-Injury Intervention Program
- Interactive Group Therapy
- Parents as Teachers

## Program Highlights

In FY 15 CCYSB served:

- 3,348 clients
- 55 individuals in Assertive Community Treatment
- 43 families in Safe and Stable Family Preservation
- 53 at-risk families through Brief Strategic Family Therapy

## Budget Changes

- One-time funding of \$50,000 was included for Electronic Health Records in FY 16.
- A 2% increase is included in FY 17.
- Additional funding of \$125,000 is included for drug treatment.

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# **Citizen Services State**

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# Citizen Services State Summary

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	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Health Department	\$3,149,653	\$3,215,710	\$3,215,710	\$3,296,100	2.50%	2.50%
Social Services	55,000	20,000	20,000	20,000	0.00%	0.00%
<b>Total Citizen Services State</b>	<b>\$3,204,653</b>	<b>\$3,235,710</b>	<b>\$3,235,710</b>	<b>\$3,316,100</b>	<b>2.48%</b>	<b>2.48%</b>

## Mission and Goals

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

### Goals include:

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

## Highlights, Changes, and Useful Information

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

## Budget Changes

Funding for the Health Department includes a 2.5% increase in FY 17.

# Health Department

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$2,116	\$5,000	\$5,000	\$0	-100.00%	-100.00%
Benefits	162	384	384	0	-100.00%	-100.00%
Operating	3,147,376	3,210,326	3,210,326	3,296,100	2.67%	2.67%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$3,149,653</b>	<b>\$3,215,710</b>	<b>\$3,215,710</b>	<b>\$3,296,100</b>	<b>2.50%</b>	<b>2.50%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Edwin Singer, Health Officer (410) 876-4974  
 Chizuko M. Godwin, Budget Analyst (410) 386-2082  
<http://www.carrollhealthdepartment.dhmh.md.gov/>

## Mission and Goals

To create and sustain a community of wellness in Carroll County and to assure the optimum quality of life by empowering the public with knowledge and resources through advocacy and community partnerships.

### Goals include:

- Minimize the incidence of preventable illness, disability, and premature death in Carroll County residents from environmental and organic causes
- Promote good health practices by educating the public about health issues
- Protect the public from environmental hazards by keeping the environment clean, healthy, and safe
- Establish a program to protect County citizens against bioterrorism and other disasters with public health implications

## Description

Since 1934, each of Maryland's 23 counties and Baltimore City has established its own local health department. From 2001 to 2009, local health departments were overseen by the Community Health Administration within the Department of Health and Mental Hygiene (DHMH). Beginning in July 2009, oversight responsibility was transferred to Public Health Services within DHMH in order to ensure basic public health services are provided in all parts of Maryland.

Under the direction of a local Health Officer, each local health department provides these services and administers and enforces State and local health laws and regulations in its jurisdiction. Programs meet the public health needs of the community and provide services not offered by the private sector. The local Health Officer is appointed jointly by the Secretary of Health and Mental Hygiene and the local governing body.

The County is mandated by law to provide the Health Department matching funds in support of the following Core programs:

- Communicable disease control services
- Environmental health services
- Family planning services
- Maternal and child health services
- Wellness promotional services
- Adult health and geriatric services
- Administration and communication services associated with the provision of the services described above

County funding is estimated to represent approximately 21% of the total Health Department budget. State and Federal funding represents close to 65% of the budget and the remaining 14% is obtained through private grants and fees.

For more information on Public Health Services within DHMH, refer to:

<http://www.msa.md.gov/msa/mdmanual/16dhmh/html/16agenp.html>

## Budget Changes

- A 2.5% increase is included in FY 17.
- Personnel and Benefits decrease due to elimination of the supplemental salary for the Health Officer.

# Social Services

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	55,000	20,000	20,000	20,000	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$55,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>0.00%</b>	<b>0.00%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Frank Valenti, Director (410) 386-3339

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

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

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

## Mission and Goals

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

### Goals include:

- Provide a safe and healthy environment for all citizens
- Develop and maintain an open system of communication between staff and clients
- Create a trusting work environment including a customer and staff friendly physical plant that promotes learning, communication, and generally fosters high morale
- Increase customer and community knowledge of, and accessibility to, the services provided by the agency and the community

Other services include supervision and licensing of all public and private institutions that have the care, custody, or control of dependent, abandoned, or neglected children.

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

- The Family First Program’s focus is to prevent child abuse, prevent out-of-home placement, and provide emergency services to prevent abuse.
- Temporary Cash Assistance is a time-limited subsidy intended to help parents of young children.
- DSS helps people obtain quality daycare, learn job skills, obtain transportation, and maintain medical care so they can work.

## Description

In Baltimore City and each County, the local Departments of Social Services are coordinated and directed by the Social Services Administration (SSA) within the Maryland Department of Human Resources (DHR). The SSA determines what factors contribute to social and family problems and recommends ways to address those problems. The current location in Carroll County is at 1232 Tech Court, Westminster, MD.

The local Departments of Social Services (DSS) administer the various programs subject to the supervision, direction, and control of the SSA. DSS provides a variety of services to men, women and children from all socioeconomic backgrounds in Carroll County. These services include:

The local Departments of Social Services (DSS) administer the various programs subject to the supervision, direction, and control of the SSA. DSS provides a variety of services to men, women and children from all socioeconomic backgrounds in Carroll County. These services include:

## Program Highlights

In FY 15 the Department received 2,155 child welfare referrals.

## Budget Changes

This budget is held flat from FY 16.

*Culture and Recreation Appropriations*

# Culture and Recreation Summary

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	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Recreation and Parks Administration	\$422,025	\$331,250	\$338,850	\$347,240	4.83%	2.48%
Hashawha	1,044,435	738,120	740,030	775,390	5.05%	4.78%
Piney Run Park	553,503	537,300	533,600	558,990	4.04%	4.76%
Recreation	462,946	488,060	487,010	507,600	4.00%	4.23%
Sports Complex	225,320	206,800	207,030	213,550	3.26%	3.15%
<b>Total Recreation and Parks</b>	<b>\$2,708,228</b>	<b>\$2,301,530</b>	<b>\$2,306,520</b>	<b>\$2,402,770</b>	<b>4.40%</b>	<b>4.17%</b>

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Historical Society of Carroll County	\$60,000	\$60,000	\$60,000	\$65,000	8.33%	8.33%
Union Mills Homestead	20,000	20,000	20,000	25,000	25.00%	25.00%
<b>Total Recreation Other</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$90,000</b>	<b>12.50%</b>	<b>12.50%</b>

<b>Total Culture and Recreation</b>	<b>\$2,788,228</b>	<b>\$2,381,530</b>	<b>\$2,386,520</b>	<b>\$2,492,770</b>	<b>4.67%</b>	<b>4.45%</b>
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# **Recreation and Parks**

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# Recreation and Parks

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	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Recreation and Parks Administration	\$422,025	\$331,250	\$338,850	\$347,240	4.83%	2.48%
Hashawha	1,044,435	738,120	740,030	775,390	5.05%	4.78%
Piney Run Park	553,503	537,300	533,600	558,990	4.04%	4.76%
Recreation	462,946	488,060	487,010	507,600	4.00%	4.23%
Sports Complex	225,320	206,800	207,030	213,550	3.26%	3.15%
<b>Total Recreation and Parks</b>	<b>\$2,708,228</b>	<b>\$2,301,530</b>	<b>\$2,306,520</b>	<b>\$2,402,770</b>	<b>4.40%</b>	<b>4.17%</b>

## Mission and Goals

To provide quality recreation programs and a diverse local park system, encourage appreciation of the natural environment, provide opportunities for growth and lifelong learning for all ages and abilities, improving the quality of life for residents. To make Carroll County a great place to live, to work and to play.

### Goals include:

- Provide the best possible customer service from a well-trained staff that always treats the public with courtesy and respect
- Help residents of Carroll County recognize and understand how Recreation and Parks plays a valuable role in their quality of life and facilitates their participation
- Develop alternative funding sources to supplement the County's Community Investment Program and taxpayer funded capital budgets
- Provide residents of Carroll with benefits from health and wellness-related programming
- Increase inventory of recreation and park facilities to help meet current and future needs
- Operate in a fiscally responsible manner by fully developing revenue sources and striving to limit our dependence on local tax revenue for operating expenses

## Highlights, Changes, and Useful Information

- The Hashawha budget includes funding for the Outdoor School program provided to sixth graders in Carroll County Public Schools.
- In FY 15, Recreation and Parks volunteers donated 733,482 hours of service. In addition, volunteer recreation councils raised and spent over \$4.5 million within the County in their efforts to provide programs to citizens.
- Some maintenance costs for the parks system are funded within the Recreation and Parks budget. However, additional funding is in the Bureau of Facilities budget under the Department of Public Works and in the Community Investment Plan.
- Historical signage introduced at Double Pipe Creek Park and the Martin Cabin at Hashawha is part of the County Commissioner's "Celebrating America" initiative.

## Budget Changes

- Recreation and Parks Administration increases due to a salary adjustment.
- Hashawha increases primarily due to Bear Branch Nature Center deck replacement and bulk food purchases.
- Sports Complex increases primarily due to replacement of gutters and downspouts on the main building.

# Recreation and Parks Administration

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$254,828	\$244,170	\$251,230	\$257,510	5.46%	2.50%
Benefits	137,399	69,500	70,040	71,280	2.56%	1.77%
Operating	29,798	17,580	17,580	18,450	4.95%	4.95%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$422,025</b>	<b>\$331,250</b>	<b>\$338,850</b>	<b>\$347,240</b>	<b>4.83%</b>	<b>2.48%</b>
<b>Employees FTE</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Jeff Degitz, Director (410) 386-2103

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

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

- In FY 15, Recreation and Parks volunteers donated 733,482 hours of service.
- Department's website increased to 124,462 visits from 89,000 unique visitors with almost 1.9 million "hits".

## Mission and Goals

To connect people, parks and programs in support of a strong, healthy community and natural environment.

### Goals include:

- Serve the citizens by providing a broad spectrum of leisure opportunities
- Provide administrative support to maintain and increase the current volunteer system
- Maintain and, where possible, upgrade facilities and offer additional services
- Reduce our dependence on the tax dollar by fully developing new sources of revenue and cost-saving strategies

## Description

Recreation and Parks Administration oversees the Bureau of Recreation, Hashawha Environmental Center and Bear Branch Nature Center, Piney Run Park and Nature Center, the Sports Complex, and the Hap Baker Firearms Facility. Recreation and Parks Administration oversees Program Open Space funds for the County and municipalities.

## Program Highlights

- Over 50,000 registrants participated in programs in FY 15.
- Over 1,320,000 people attended programs, activities or visited parks in FY 15.
- Over 60 special events, such as tournaments, festivals and other activities, were held in FY 15, attracting out-of-County residents and resulting in a positive economic impact for Carroll.
- Partnerships with commercial and non-profit organizations were implemented to leverage resources and improve program offerings.

## Budget Changes

- The increase from FY 16 Original to Adjusted is due to a salary adjustment.
- A 2.5% salary increase is included in FY 17.
- Operating increases due to consolidation of the Maryland Recreation and Parks' memberships, partially offset by decreases in Recreation and Sports Complex.

## Positions

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

# Hashawha

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$366,994	\$320,630	\$322,410	\$331,300	3.33%	2.76%
Benefits	262,809	111,020	111,150	111,210	0.17%	0.05%
Operating	295,568	303,270	303,270	329,130	8.53%	8.53%
Capital	119,063	3,200	3,200	3,750	17.19%	17.19%
<b>Total</b>	<b>\$1,044,435</b>	<b>\$738,120</b>	<b>\$740,030</b>	<b>\$775,390</b>	<b>5.05%</b>	<b>4.78%</b>
Employees FTE	9.82	9.82	9.82	9.82	-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jeff Degitz, Director (410) 386-2103**

**Lynn Karr, 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 on environmental issues and outdoor education during a weeklong program. While the Hashawha Environmental

Center itself is closed to the public (rental of the facility is available), approximately 300 acres with 5 miles of hiking/biking trails, a wetland area, pavilions and a tent camping area are available for public use.

## Program Highlights

- In FY 15, there were 36,368 visitors to Hashawha/Bear Branch Nature Center, and 481 volunteers donated 1,417 service hours.
- Bear Branch Nature Center hosted several special events in FY 15, including Monarch Madness Festival in September and Hashawha's Maple Sugarin' Festival in March.

## Budget Changes

- Personnel increases due to minimum wage effects and a 2.5% salary increase.
- Operating increases due to Bear Branch Nature Center deck replacement and bulk food purchases.
- Capital increases due to replacement power tools.

## Positions

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

# Piney Run

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$312,377	\$354,770	\$351,340	\$366,630	3.34%	4.35%
Benefits	136,952	76,900	76,630	85,080	10.64%	11.03%
Operating	93,932	96,130	96,130	96,630	0.52%	0.52%
Capital	10,243	9,500	9,500	10,650	12.11%	12.11%
<b>Total</b>	<b>\$553,503</b>	<b>\$537,300</b>	<b>\$533,600</b>	<b>\$558,990</b>	<b>4.04%</b>	<b>4.76%</b>
Employees FTE	16.34	17.34	17.34	17.34	-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Jeff Degitz, Director (410) 386-2103

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

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

- Upgraded the Nature Center with new roof, siding, windows and doors.
- In FY 15, there were 102,619 visitors to Piney Run Park and 342 volunteers donated 2,215 service hours.

## Mission and Goals

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

### Goals include:

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

## Description

Piney Run Park and Nature Center, located at 30 Martz Road, Sykesville, is an 800 acre park which includes a 300 acre lake stocked with numerous types of fish, including striped and largemouth bass, trout and catfish. The lake is surrounded by 500 acres of woods, fields and open space. There are more than five miles of hiking trails throughout the park. During the park's open season, canoes, rowboats, kayaks and paddleboats may be rented for use on the lake. Fishing is permitted, and several fishing tournaments are held each year. The Nature Center schedules programs for school and youth groups, as well as the general public.

## Program Highlights

- New bridge on the Field Trail.
- Renovated the Summer Nature Camp Amphitheatre with new benches, enhancing both safety and enjoyment for campers and families.
- Began ongoing mowing for hydrilla control in the lake.

## Budget Changes

- Personnel increases due to minimum wage effects and a 2.5% salary increase.
- Capital increases due to boat replacements.

## Positions

Title	Type	FTE
<i>Canoe/Kayak Assistant</i>	Contractual	0.27
<i>Canoe/Kayak Instructor</i>	Contractual	0.27
<i>Junior Camp Counselor</i>	Contractual	0.94
<i>Maintenance Specialist</i>	Full-time	2.00
<i>Nature Camp Director</i>	Contractual	0.31
<i>Park Assistant</i>	Contractual	6.77
<i>Park Maintenance Supervisor</i>	Full-time	1.00
<i>Park Naturalist</i>	Full-time	1.00
<i>Park Superintendent</i>	Full-time	1.00
<i>Park Technician</i>	Full-time	1.00
<i>Senior Camp Counselor</i>	Contractual	0.54
<i>Service/Maintenance</i>	Contractual	2.24
<b>Total</b>		<b>17.34</b>

# Recreation

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$262,551	\$324,880	\$323,900	\$333,120	2.54%	2.85%
Benefits	129,905	80,420	80,350	89,240	10.97%	11.06%
Operating	70,490	82,760	82,760	85,240	3.00%	3.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$462,946</b>	<b>\$488,060</b>	<b>\$487,010</b>	<b>\$507,600</b>	<b>4.00%</b>	<b>4.23%</b>
Employees FTE	8.50	8.50	8.50	8.50	-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jeff Degitz, Director (410) 386-2103**  
**Lynn Karr, 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.

The Bureau of Recreation contributes \$29,000 to the Carroll County Arts Council (CCAC). The CCAC produces public programs, provides grants and scholarships, and serves as a primary source for cultural information in Carroll County.

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

## Program Highlights

- Park Pursuit's kick-off event, with both the Orioles and Ravens birds, had approximately 200 people and 38 families participating.
- 21st LaxMax tournament in June 2015 brought 250 lacrosse teams and 15,000 visitors to Carroll.
- In FY 15, recreation council volunteers contributed over 725,242 hours of service and raised and spent over \$4.0M within the County in their efforts to provide programs and facilities to citizens.
- Continued the Healthy Lungs at Play campaign and targeted youth and teens in an anti-tobacco program.
- Participated in the Board of County Commissioners' Celebrating America initiative through bus trips to Antietam National Battlefield and Gettysburg.
- Continued collaboration with Partnership for a Healthier Carroll County, and participated with the 2<sup>nd</sup> year of Walk Carroll.

## Budget Changes

- A 2.5% salary increase is included in FY 17.
- Benefits increase due to Pension and OPEB allocations.

## Positions

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

50% of an Administrative Office Associate position is charged to the Grant Fund.

# Sports Complex

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$97,717	\$101,370	\$101,580	\$104,530	3.12%	2.90%
Benefits	63,508	30,540	30,560	30,910	1.21%	1.15%
Operating	62,298	74,890	74,890	78,110	4.30%	4.30%
Capital	1,796	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$225,320</b>	<b>\$206,800</b>	<b>\$207,030</b>	<b>\$213,550</b>	<b>3.26%</b>	<b>3.15%</b>
<b>Employees FTE</b>	<b>2.70</b>	<b>2.70</b>	<b>2.70</b>	<b>2.70</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Jeff Degitz, Director (410) 386-2103

Lynn Karr, 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, 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, Charles Carroll Recreation Council for youth baseball, softball and soccer, and the Baltimore Beltway Senior Softball League. The Sports Complex also serves as the central Maryland home for women's fast pitch softball, and is home to the Carroll County Cannons semi-pro football team.

## Program Highlights

- The Sports Complex organized and hosted four women's fast-pitch tournaments in 2015. These over-18 open women's fast-pitch tournaments are unique to the Sports Complex and draw teams from throughout the Mid-Atlantic region.
- The Sports Complex co-ed softball leagues are some of the largest in the state, and continually represent well in state and national co-ed tournaments.
- In 2015, the Sports Complex hosted a portion of a men's major softball tournament, drawing teams from around the United States.
- In FY 15, approximately 73,500 people attended activities, and programs were supported by 130 volunteers who contributed 3,120 hours.

## Budget Changes

- A 2.5% salary increase is included in FY 17.
- Operating increases due to the replacement of gutters and downspouts on the main building.

## Positions

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

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## **Recreation Other**

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# Recreation Other Summary

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	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Historical Society of Carroll County	\$60,000	\$60,000	\$60,000	\$65,000	8.33%	8.33%
Union Mills Homestead	20,000	20,000	20,000	25,000	25.00%	25.00%
<b>Total Recreation Other</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$80,000</b>	<b>\$90,000</b>	<b>12.50%</b>	<b>12.50%</b>

## Mission and Goals

The Historical Society and Union Mills Homestead Museum embody much of the history of Carroll County. Each is dedicated to preserving, promoting and educating others about the County's cultural and historic resources.

### Goals Include:

- Provide a setting to teach Carroll County history to visitors of all ages
- Restore and preserve all historic buildings, exhibits and artifacts

## Highlights, Changes and Useful Information

- The Historical Society and the Homestead have initiated various cost-cutting measures, including heavy reliance on volunteers.
- The Historical Society provides education through publications, presentations, tours, radio and televised programs, trips and through their website.
- The County provides for some maintenance of the buildings and grounds at the Homestead Museum in the Facilities Budget under the County's Department of Public Works.
- Renovations and maintenance efforts continue at each of the facilities.

## Budget Changes

In FY 17, one-time funding of \$5,000 was added to the Historical Society and Union Mills Homestead to assist with their Celebrating America efforts.



# Historical Society of Carroll County

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	60,000	60,000	60,000	65,000	8.33%	8.33%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$60,000</b>	<b>\$65,000</b>	<b>8.33%</b>	<b>8.33%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

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

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

<http://hsccmd.org/>

## Mission and Goals

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

### Goals include:

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

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

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

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

## Program Highlights

- Signed a 10-year lease agreement with the City of Westminster for Emerald Hill. HSCC will use the building as auxiliary space for exhibits and programs.
- Third annual Winter Wine Warmer was held January 2016, first Historical Society event at Emerald Hill.
- Re-established Carroll County Birthday Celebration, with approximately 100 attendees.
- Received a Maryland Heritage Area grant to restore the facades of the Shellman and Kimmey Houses to their original 19<sup>th</sup> century look.
- Held the 15<sup>th</sup> annual Antiques and Collectibles Appraisal Day with 8 appraisers and over 70 participants.
- Partnership with McDaniel College's Theater Department created a living history walking tour, "Step Back in Time", which focused on Westminster's Civil War experience.
- During calendar year 2015, HSCC volunteers donated 10,414 hours to the organization.
- Raised visibility in the community by participating in Westminster's Celtic Canter in March, Wine Walk and Flower and Jazz Festival in April, Memorial Day Parade in May, Fall Fest in September, Oyster Stroll and Halloween Parade in October and Electric Holiday Parade in November.
- Continued to build social media outlets with Facebook, LinkedIn, Twitter, YouTube and Pinterest.

## Budget Changes

One-time funding of \$5,000 was included in FY 17 to assist the Historical Society's Celebrating America efforts.

# Homestead Museum

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
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	25,000	25.00%	25.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$25,000</b>	<b>25.00%</b>	<b>25.00%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Jane Sewell, Executive Director (410) 848-2313  
 Lynn Karr, 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.

Many special events draw visitors to the Homestead. The annual Flower and Plant Market in May, the Corn Roast Festival in August and the Microbrewery Festival in September are three of the premiere events at the Homestead. The Homestead draws approximately 15,000 visitors annually.

In addition to the direct contribution of \$20,000, the County provides the Union Mills Homestead Foundation with in-kind services through the Bureau of Facilities, and capital projects for renovations to the Homestead Buildings. In FY 17, the Bureau of Facilities' budget includes \$29,200 for Union Mills and a capital project includes \$510,000 for renovations to the Main House.

## Program Highlights

- The Homestead Foundation updated their Five-Year Strategic Plan, adopted by the Board of Governors for the period 2016 – 2020.
- The Homestead hired two employees; one to handle tours and administrative matters in the house, and a second to manage the gift shop.
- Signage in and around the Grist Mill was expanded to improve the interpretation of the Mill for guests.
- The 46<sup>th</sup> Flower and Plant Market event, held in May, was extremely successful and set new sales records.
- 45<sup>th</sup> 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.
- 10<sup>th</sup> annual Maryland Microbrewery Festival, held in September, also set new records for sales.
- As lead sponsor of the inaugural Carroll County Beer Week, the Homestead received good marketing exposure for the Microbrewery Festival. It also highlighted the Grist Mill, which was used to grind grains for a special harvest ale prepared by a team of local brewers.

## Budget Changes

One-time funding of \$5,000 was included in FY 17 to assist the Homestead's Celebrating America efforts.

***General Government Appropriations***

# General Government Summary

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From FY 16 Orig.	% Change From FY 16 Adj.
Comprehensive Planning	\$386,135	\$757,815	\$791,540	\$877,510	15.79%	10.86%
<b>Comprehensive Planning</b>	<b>\$386,135</b>	<b>\$757,815</b>	<b>\$791,540</b>	<b>\$877,510</b>	<b>15.79%</b>	<b>10.86%</b>

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Comptroller Administration	\$418,594	\$382,590	\$383,300	\$391,440	2.31%	2.12%
Accounting	1,025,175	901,670	893,670	918,130	1.83%	2.74%
Bond Issuance Expense	218,225	193,150	193,150	189,550	-1.86%	-1.86%
Collections Office	1,284,165	1,261,210	1,262,200	1,281,180	1.58%	1.50%
Independent Post Audit	51,585	55,000	55,000	47,750	-13.18%	-13.18%
Purchasing	426,300	409,200	409,890	427,260	4.41%	4.24%
<b>Total Comptroller</b>	<b>\$3,424,044</b>	<b>\$3,202,820</b>	<b>\$3,197,210</b>	<b>\$3,255,310</b>	<b>1.64%</b>	<b>1.82%</b>

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
County Attorney	\$840,698	\$901,410	\$897,990	\$874,730	-2.96%	-2.59%
<b>Total County Attorney</b>	<b>\$840,698</b>	<b>\$901,410</b>	<b>\$897,990</b>	<b>\$874,730</b>	<b>-2.96%</b>	<b>-2.59%</b>

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Economic Development Administration	\$992,037	\$899,040	\$823,280	\$912,700	1.52%	10.86%
Business and Employment Resource Center	258,669	215,360	216,130	218,540	1.48%	1.12%
ED Infrastructure and Investments	2,051,088	1,487,760	1,487,760	1,504,440	1.12%	1.12%
Farm Museum	1,111,179	889,650	883,840	937,590	5.39%	6.08%
Tourism	228,074	312,170	312,280	295,330	-5.39%	-5.43%
<b>Total Economic Development</b>	<b>\$4,641,048</b>	<b>\$3,803,980</b>	<b>\$3,723,290</b>	<b>\$3,868,600</b>	<b>1.70%</b>	<b>3.90%</b>

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Human Resources Administration	\$846,517	\$715,850	\$717,140	\$818,970	14.41%	14.20%
Health and Fringe Benefits	2,954,045	18,663,370	18,715,870	18,368,660	-1.58%	-1.86%
Personnel Services	134,766	129,500	117,350	112,140	-13.41%	-4.44%
<b>Total Human Resources</b>	<b>\$3,935,327</b>	<b>\$19,508,720</b>	<b>\$19,550,360</b>	<b>\$19,299,770</b>	<b>-1.07%</b>	<b>-1.28%</b>

# General Government Summary

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Land and Resource Management Adm.	\$1,161,802	\$738,945	\$739,780	\$708,490	-4.12%	-4.23%
Development Review	496,255	478,660	479,770	513,090	7.19%	6.94%
Resource Management	1,209,843	665,720	664,350	707,570	6.29%	6.51%
Zoning Administration	278,433	228,250	228,710	233,050	2.10%	1.90%
<b>Total Land and Resource Management</b>	<b>\$3,146,334</b>	<b>\$2,111,575</b>	<b>\$2,112,610</b>	<b>\$2,162,200</b>	<b>2.40%</b>	<b>2.35%</b>

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Management and Budget Administration	\$279,540	\$247,740	\$248,250	\$253,810	2.45%	2.24%
Budget	647,609	572,820	574,690	611,840	6.81%	6.46%
Grants Office	142,048	131,540	132,440	142,450	8.29%	7.56%
Risk Management	1,898,280	2,219,850	2,220,420	2,240,750	0.94%	0.92%
<b>Total Management and Budget</b>	<b>\$2,967,477</b>	<b>\$3,171,950</b>	<b>\$3,175,800</b>	<b>\$3,248,850</b>	<b>2.42%</b>	<b>2.30%</b>

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Technology Services	\$3,821,314	\$4,234,900	\$4,220,140	\$4,346,580	2.64%	3.00%
Production and Distribution Services	423,000	460,730	461,030	464,390	0.79%	0.73%
<b>Total Technology Services</b>	<b>\$4,244,314</b>	<b>\$4,695,630</b>	<b>\$4,681,170</b>	<b>\$4,810,970</b>	<b>2.46%</b>	<b>2.77%</b>

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Administrative Hearings	\$88,782	\$83,450	\$83,570	\$84,810	1.63%	1.48%
Audio Video Production	178,465	157,750	157,930	159,870	1.34%	1.23%
Board of Elections	786,743	1,042,810	1,042,810	1,033,330	-0.91%	-0.91%
Board of License Commissioners	89,938	85,550	85,470	87,030	1.73%	1.83%
County Commissioners	928,109	1,002,060	950,810	969,830	-3.22%	2.00%
<b>Total General Government Other</b>	<b>\$2,072,036</b>	<b>\$2,371,620</b>	<b>\$2,320,590</b>	<b>\$2,334,870</b>	<b>-1.55%</b>	<b>0.62%</b>

<b>Total General Government</b>	<b>\$25,657,413</b>	<b>\$40,525,520</b>	<b>\$40,450,560</b>	<b>\$40,732,810</b>	<b>0.51%</b>	<b>0.70%</b>
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# **Comprehensive Planning**

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# Comprehensive Planning

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	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From FY 16 Orig.	% Change From FY 16 Adj.
Comprehensive Planning	\$386,135	\$757,815	\$791,540	\$877,510	15.79%	10.86%
<b>Total Comprehensive Planning</b>	<b>\$386,135</b>	<b>\$757,815</b>	<b>\$791,540</b>	<b>\$877,510</b>	<b>15.79%</b>	<b>10.86%</b>

## 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

- Adopted the 2014 Carroll County Master Plan in February 2015
- Plans in progress include:
  - Freedom Community Comprehensive Plan
  - County Bicycle – Pedestrian Master Plan
  - Land Preservation, Parks and Recreation Plan

## Budget Changes

- In July 2015, the functions of the Department of Land Use, Planning and Development were divided into the Department of Comprehensive Planning and the Department of Land and Resource Management.
- The increase from FY 16 Original to Adjusted is due to partially funding the Transportation position with grant funds in FY 16 and fully funding the position with County funds in FY 17.
- Comprehensive Planning increases due to the addition of a new Comprehensive Planning Technician position.

# Comprehensive Planning

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From FY 16 Orig.	% Change From FY 16 Adj.
Personnel	\$255,790	\$545,200	\$576,710	\$625,660	14.76%	8.49%
Benefits	112,575	103,280	105,490	136,910	32.56%	29.78%
Operating	17,769	109,335	109,340	114,940	5.13%	5.12%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$386,135</b>	<b>\$757,815</b>	<b>\$791,540</b>	<b>\$877,510</b>	<b>15.79%</b>	<b>10.86%</b>
<b>Employees FTE</b>	<b>5.00</b>	<b>10.15</b>	<b>10.15</b>	<b>11.15</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Philip Hager, Director of Comprehensive Planning**  
**Sheree Lima, Management and Budget Project Coordinator**  
**(410) 386-2082**

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

## 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

## 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

- In July 2015, the functions of the Department of Land Use, Planning and Development were divided into the Department of Comprehensive Planning and the Department of Land and Resource Management.
- Adopted the 2014 Carroll County Master Plan.
- Plans in progress include:
  - Freedom Community Comprehensive Plan
  - County Bicycle – Pedestrian Master Plan
  - Land Preservation, Parks and Recreation Plan

## Budget Changes

- The increase from FY 16 Original to Adjusted is due to partial funding of the Transportation Planner position with grant funds in FY 16 with plans to fully fund the position in with County funds in FY 17.
- Personnel increases due to a 2.5% salary adjustment and a new Comprehensive Planning Technician position.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Comprehensive Planner</i>	Full-time	4.00
<i>Comprehensive Planning Tech.</i>	Full-time	1.00
<i>Director Comp. Planning</i>	Full-time	1.00
<i>Intern</i>	Contractual	0.52
<i>Office Associate</i>	Full-time	1.00
<i>Project Specialist</i>	Contractual	0.63
<i>Transportation Planner</i>	Full-time	1.00
<b>Total</b>		<b>11.15</b>



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# Comptroller

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# Comptroller Summary

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	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Comptroller Administration	\$418,594	\$382,590	\$383,300	\$391,440	2.31%	2.12%
Accounting	1,025,175	901,670	893,670	918,130	1.83%	2.74%
Bond Issuance Expense	218,225	193,150	193,150	189,550	-1.86%	-1.86%
Collections Office	1,284,165	1,261,210	1,262,200	1,281,180	1.58%	1.50%
Independent Post Audit	51,585	55,000	55,000	47,750	-13.18%	-13.18%
Purchasing	426,300	409,200	409,890	427,260	4.41%	4.24%
<b>Total Comptroller</b>	<b>\$3,424,044</b>	<b>\$3,202,820</b>	<b>\$3,197,210</b>	<b>\$3,255,310</b>	<b>1.64%</b>	<b>1.82%</b>

## Mission and Goals

The Department of the Comptroller's mission is to perform the financial operations of the County while maintaining strong fiscal controls to ensure that all County assets are safeguarded, and that the County continues to maintain a strong financial condition.

### Goals include:

- Maintain and enhance a strong financial control structure to protect the assets of the County
- Ensure that adequate accounting data is compiled to allow for the preparation of financial statements in conformity with Generally Accepted Accounting Principles (GAAP)
- Compose an annual presentation to the credit rating agencies that results in an excellent rating in order to obtain the lowest possible interest rate on the bond issuance
- Complete a timely deposit of funds to allow the County to meet its obligations and carry out all of the functions of government
- Receive an unqualified audit opinion with no findings, questioned costs, significant deficiencies, or material weaknesses
- Obtain optimum value for every tax dollar spent

## Highlights, Changes, and Useful Information

- For the thirty-first 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 15 Comprehensive Annual Financial Report (CAFR).
- Services provided by the Comptroller's Office, including payment of Property Taxes and utility bills, are provided at County Library branches and the County Office Building. The County pays the Library an administrative fee for providing this service.
- In FY 16, the County maintained its bond rating levels of strong creditworthiness with the three following major credit rating agencies:

Moody's Investors Service	Aa1
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Standard & Poor's	AAA
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Fitch	AAA
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## Budget Changes

- Accounting increases due to a one-time increase in overtime associated with implementation of the new payroll system.
- Bond Issuance decreases due to a lower bond issue.
- Independent Post Audit decreases due to a new contract for audit services.
- Purchasing increases due to advertising costs for implementation of the new Carroll County Master Plan.

# Comptroller Administration

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$269,820	\$276,440	\$277,100	\$284,000	2.73%	2.49%
Benefits	115,879	66,330	66,380	67,110	1.18%	1.10%
Operating	32,895	39,820	39,820	40,330	1.28%	1.28%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$418,594</b>	<b>\$382,590</b>	<b>\$383,300</b>	<b>\$391,440</b>	<b>2.31%</b>	<b>2.12%</b>
<b>Employees FTE</b>	<b>4.12</b>	<b>4.12</b>	<b>4.12</b>	<b>4.12</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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

**Evan Cook, 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 County assets are safeguarded and that the County continues to maintain a strong financial condition.

### Goals include:

- Provide accurate financial information and excellent customer service to all of our internal and external customers
- Maintain strong financial controls

## Description

The Comptroller is responsible for the accounting of all financial activities of the County government and overseeing the efficient operation of the following functions:

- Accounting
- Payroll
- Accounts Payable
- Collections Office
- Grant and Enterprise Fund Accounting
- Treasury services including deposits, investments, and cash management
- Purchasing

These responsibilities include maintaining all systems to properly record receipt and disbursement of funds, as well as maintaining internal control systems for safeguarding County assets. The Comptroller is also tasked with ensuring that the County's financial records are in compliance with all Generally Accepted Accounting Principles (GAAP), obtaining an independent financial audit, composing the Comprehensive Annual Financial Report (CAFR), managing pension administration, and issuing debt. The Comptroller also monitors water, sewer, and tipping fees for the Enterprise Funds.

## Program Highlights

For the thirty-first 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 15 Comprehensive Annual Financial Report (CAFR).

## Budget Changes

A 2.5% salary increase is included in FY 17.

## Positions

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

# Accounting

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$631,069	\$641,790	\$634,360	\$657,930	2.51%	3.72%
Benefits	358,997	177,990	177,420	178,300	0.17%	0.50%
Operating	34,977	81,710	81,710	81,720	0.01%	0.01%
Capital	132	180	180	180	0.00%	0.00%
<b>Total</b>	<b>\$1,025,175</b>	<b>\$901,670</b>	<b>\$893,670</b>	<b>\$918,130</b>	<b>1.83%</b>	<b>2.74%</b>
Employees FTE	12.00	12.00	12.00	12.00	-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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

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

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

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

## Mission and Goals

The mission of the Bureau of Accounting is to ensure that the financial data maintained for the County is accurate in all material aspects and is reported to fairly present the financial position and results of County operations. The Bureau assures taxpayers and citizens of the County that their tax dollars are being handled in a prudent and appropriate manner in accordance with all applicable laws, and will provide 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
- Accounting for all capital assets

## Program Highlights

For the thirty-first 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 15 Comprehensive Annual Financial Report (CAFR).

Output Measures	FY 12	FY 13	FY 14	FY 15
Payroll Checks Issued	25,777	26,109	26,892	26,949
Vendor Payments Issued	20,152	18,932	16,855	16,402
Voucher Payments Processed	23,940	24,406	24,531	24,419
W-2 Forms Issued	1,169	1,189	1,235	1,244
1099 Forms Issued	1,071	1,066	669	700

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to employee turnover.
- Personnel increases due to a one-time increase in overtime to implement the new payroll system.
- A 2.5% salary increase is included in FY 17.

## Positions

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

# Bond Issuance Expense

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	218,225	193,150	193,150	189,550	-1.86%	-1.86%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$218,225</b>	<b>\$193,150</b>	<b>\$193,150</b>	<b>\$189,550</b>	<b>-1.86%</b>	<b>-1.86%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

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

Evan Cook, Budget Analyst (410) 386-2082

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

## Mission and Goals

To provide an effective debt-management program that enables the County to issue debt for capital needs at the lowest possible costs.

### Goals include:

- Maintain or improve the County's three credit ratings
- Maintain open public disclosure of debt and financial information
- Utilize best practices and available financial tools to borrow at the lowest possible costs
- Monitor compliance with IRS regulations and state laws with regard to debt issuance

## Description

On an annual basis, the County issues bonds to finance various capital projects and requests. The rating agencies also review the credit worthiness of the County and issue their ratings, which affect the terms at which the County can issue debt. Numerous costs are included within the annual bond issuance expenses because the County is able to avoid future financing costs by paying these costs when incurred, rather than including them in the debt issuance. The major expenses include:

- Financial Advisor Fees
- Credit Rating Agency Fees
- Legal Counsel concerning the preparation and review of the official statement and other required documents
- Advertising, Printing, and Distribution Fees
- Existing issuance registrar and escrow fees
- New issuance and setup fees

All outstanding bond issues, official statements, and disclosures can be viewed at [www.dacbond.com](http://www.dacbond.com).

## Program Highlights

In FY 16, the County maintained its bond rating levels of strong creditworthiness with the three following major credit rating agencies:

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

- The chart below shows a comparison of the County's bond issuance amounts and interest rates over the fiscal years:

FY 13 General Obligation Bonds and Refunding	\$37,960,000	1.8010%
FY 14 General Obligation Bonds and Refunding	\$26,000,000	3.1314%
FY 15 General Obligation Bonds and Refunding	\$73,515,000	2.574%
FY 16 General Obligation Bonds and Refunding	\$37,185,000	2.63%

- The November 2015 refunding issue of \$9,185,000 produced total future debt service savings of \$555,423.

## Budget Changes

In FY 17, the anticipated bond issue is \$25 million. Operating decreases from FY 16 due to the lower bond issuance amount.

# Collections Office

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$391,071	\$403,810	\$404,740	\$413,970	2.52%	2.28%
Benefits	256,087	124,740	124,800	133,940	7.38%	7.32%
Operating	637,008	732,010	732,010	732,620	0.08%	0.08%
Capital	0	650	650	650	0.00%	0.00%
<b>Total</b>	<b>\$1,284,165</b>	<b>\$1,261,210</b>	<b>\$1,262,200</b>	<b>\$1,281,180</b>	<b>1.58%</b>	<b>1.50%</b>
<b>Employees FTE</b>	<b>10.63</b>	<b>10.63</b>	<b>10.63</b>	<b>10.63</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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

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

<http://ccgovernments.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.

The State of Maryland charges Carroll County a fee to offset the cost of operating the local SDAT office, which provides services such as reassessing real property in the County. In FY 17, this fee is expected to be \$656,000, which is 50% of the operating cost of the SDAT office. The State also charges \$33,000 for providing verification of the Homestead Tax Credit in Carroll. These fees are included in the Collections Office budget.

## Description

The Collections Office is a centralized function for all County agencies and departments, and the office is responsible for the security and transfer of deposits to financial institutions. In order to assure fairness to all taxpayers, tax sale proceedings are initiated on delinquent accounts near the end of the tax year, and the tax sale is held on the last day of the tax year.

The Office also collects revenues for the County, such as:

- Real estate taxes for the County, State, and Towns
- Personal Property Taxes
- Impact Fees
- Recordation Taxes
- Water and sewer utility charges
- Bay Restoration Fees
- Landfill tipping fees
- Recreation and parks fees
- Permit and inspection fees
- Various license fees

The Collections Office is accountable for the following:

- Compliance with State of Maryland laws and the Carroll County Code of Public Laws and Ordinances

## Budget Changes

- A 2.5% salary increase is included in FY 17.
- Benefits increase due to OPEB allocations.

## Positions

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

# Independent Post Audit

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	51,585	55,000	55,000	47,750	-13.18%	-13.18%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$51,585</b>	<b>\$55,000</b>	<b>\$55,000</b>	<b>\$47,750</b>	<b>-13.18%</b>	<b>-13.18%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

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

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

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

## Mission and Goals

To secure an independent certified public accounting firm to perform an independent annual audit of the County's financial records in order to assure the records are in accordance with the Generally Accepted Accounting Principles (GAAP).

### Goals include:

- Obtain the annual audit at the lowest possible cost while simultaneously guaranteeing the audit is independent and conforms to all auditing standards required for governmental audits
- Fairly and clearly present full financial disclosure to anyone interested in the County's finances

## Description

The independent audit is performed on an annual basis to provide reasonable assurance that the financial statements of Carroll County for the prior fiscal year are free of material misstatement. The independent audit involves examining, on a test basis, evidence supporting the amounts and disclosure in the financial statements; assessing the accounting principles used and significant estimates made by management; and evaluating the overall financial statement presentation.

This budget is for the general fund portion of the annual audit itself and includes a single audit of Federal awards. State law (Maryland Code Article 19, Section 40) requires that all local governments have an annual audit of financial records performed by a certified public accountant.

The county personnel who assist the external auditors in administering the Independent Post Audit are included in the Comptroller Administration Budget.

The County's audited financial statements are presented online as part of the Comprehensive Annual Financial Report (CAFR) available at <http://ccgovernments.carr.org/ccg/comp/15-cafr/>

## Program Highlights

For FY 15, Carroll County received an unqualified audit opinion with no management comments.

## Budget Changes

Operating decreases due to a new contract for audit services.

# Purchasing

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$250,470	\$264,690	\$265,330	\$271,920	2.73%	2.48%
Benefits	122,331	71,430	71,480	72,320	1.25%	1.18%
Operating	53,499	73,080	73,080	83,020	13.60%	13.60%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$426,300</b>	<b>\$409,200</b>	<b>\$409,890</b>	<b>\$427,260</b>	<b>4.41%</b>	<b>4.24%</b>
<b>Employees FTE</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>5.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes

## Contact

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

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

<http://ccgovernments.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:

- Fairness and equality to all individuals, corporations, and businesses who desire to compete in the County
- Uphold and promote honesty and integrity at all times
- Conduct an open and transparent bidding process
- Be attentive to internal and external customer needs
- Maintain an informative website for customers
- Encourage the use of recycled and environmentally friendly products whenever practical and cost effective
- Participate in piggyback or cooperative bidding whenever it is in the County's best interest
- Seek new and innovative ideas to purchase, manage, and reduce energy consumption
- Assist non-profits and others with information or services that are beneficial to their needs
- Seek best practices in public procurement through continuing education programs and networking
- Maximize investment recovery for equipment, furniture, and supplies through partnerships with the private sector

## Description

The Bureau of Purchasing is responsible for maintaining a fair and equitable procurement process for the citizens of Carroll County. The Bureau constantly seeks to obtain the best value and achieve the maximum savings of County tax dollars through purchases at the right quantity, quality, price, place, and time.

The Bureau of Purchasing utilizes professional organizations such as the National Institute of Governmental Purchasing (NIGP) and the Maryland Public Purchasing Association (MPPA)

to network and keep abreast of best practices in public procurement.

The Bureau of Purchasing also takes advantage of Carroll County's Baltimore Metropolitan Council (BMC) of Governments to reap the benefits of one of the BMC's committees, the Baltimore Regional Cooperative Purchasing Committee (BRCPC).

## Program Highlights

- As a result of membership on the BMC's Purchasing Subcommittee and Energy Board, the County has been able to lower and stabilize its energy costs (natural gas and electricity) for government buildings. Additionally, an energy management tracking program has been implemented to provide valuable energy cost and performance data.
- The expanded use of the procurement card program has decreased the transaction time for the purchase of goods and services, has increased the efficiency of the payment process, and reduced paper requirements and volume.
- The Bureau of Purchasing has been very active in cooperative buying initiatives. Cooperative buying effectively leverages the needs of many to obtain a great price for commodities and services required by end users.

## Budget Changes

- A 2.5% salary increase is included in FY 17.
- Operating increases due to advertising costs for implementation of the new Carroll County Master Plan.

## Positions

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



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# **County Attorney**

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# County Attorney Summary

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	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
County Attorney	\$840,698	\$901,410	\$897,990	\$874,730	-2.96%	-2.59%
<b>Total County Attorney</b>	<b>\$840,698</b>	<b>\$901,410</b>	<b>\$897,990</b>	<b>\$874,730</b>	<b>-2.96%</b>	<b>-2.59%</b>

## Mission and Goals

The Department of County Attorney provides legal representation and advice to the Carroll County Commissioners and their boards, commissions, officers and employees regarding matters affecting the County. The Department also provides advice and representation to other government agencies funded by the Board of County Commissioners.

### Goals include:

- Protect the legal interests of the Board of County Commissioners
- Aid in the prompt resolution of disputes
- Ensure fair and equal treatment of citizens and employees
- Ensure that County laws, contracts, legal documents and policies are of the highest legal standard

## Highlights

Between FY 11 and FY 15, the County Attorney's Office collected more than \$1.2M in delinquent accounts related to unpaid taxes and fees, medical expenses for inmates, reimbursements for accidents and bad checks. A change in procedure for collection of delinquent property taxes was implemented.

FY 11	FY 12	FY 13	FY 14	FY 15
\$120,848	\$177,027	\$270,940	\$343,962	\$317,208

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to employee turnover.
- County Attorney decreases due to the elimination of a Paralegal position partially offset by a 2.5% salary increase.

# County Attorney

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$557,900	\$623,160	\$619,990	\$595,400	-4.45%	-3.97%
Benefits	200,146	131,380	131,130	134,660	2.50%	2.69%
Operating	82,651	146,870	146,870	144,670	-1.50%	-1.50%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$840,698</b>	<b>\$901,410</b>	<b>\$897,990</b>	<b>\$874,730</b>	<b>-2.96%</b>	<b>-2.59%</b>
<b>Employees FTE</b>	<b>10.38</b>	<b>10.38</b>	<b>10.38</b>	<b>9.38</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Timothy Burke, County Attorney (410) 386-2030**  
**Sheree Lima, Management and Budget Project Coordinator (410) 386-2082**  
<http://ccgovernent.carr.org/ccg/attorney/>

## Mission and Goals

The Department of County Attorney provides legal representation and advice to the Carroll County Commissioners and their boards, commissions, officers and employees regarding matters affecting the County. The Department also provides advice and representation to other government agencies funded by the Board of County Commissioners.

### Goals include:

- Protect the legal interests of the Board of County Commissioners
- Aid in the prompt resolution of disputes
- Ensure fair and equal treatment of citizens and employees
- Ensure that County laws, contracts, legal documents and policies are of the highest legal standard

## Description

This Department was created by State law to serve as in-house counsel to the Board of County Commissioners and all of the departments, bureaus, agencies, offices, quasi-judicial boards, commissions and other organizations that receive operating funds from the County.

In addition to furnishing legal advice and representation, the office handles real estate settlements, collections of delinquent accounts, zoning and building code violations, preparation of legal documents for subdivisions, and codification of County laws. It also handles cases for the local Department of Social Services and represents Carroll Community College, Carroll County Public Library, Humane Society and Sheriff's Office.

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

## Program Highlights

Between FY 11 and FY 15, the County Attorney's Office collected more than \$1.2M in delinquent accounts related to unpaid taxes and fees, medical expenses for inmates and reimbursements for accidents and bad checks.

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to employee turnover.
- Personnel decreases due to the elimination of a Paralegal position partially offset by a 2.5% salary increase.
- Operating decreases due to a change in procedure for collection of delinquent accounts. A new method for assessing the likelihood of collecting the accounts was implemented. It eliminates fees related to filing and serving notices on accounts that are uncollectable.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Assistant County Attorney</i>	Full-time	2.00
<i>County Attorney</i>	Full-time	1.00
<i>Deputy County Attorney</i>	Full-time	1.00
<i>Legal Administrative Assistant</i>	Full-time	0.75
<i>Legal Assistant</i>	Full-time	3.00
<i>Professionals</i>	Contractual	0.63
<b>Total</b>		<b>9.38</b>

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# **Economic Development**

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# Economic Development Summary

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Economic Development Administration	\$992,037	\$899,040	\$823,280	\$912,700	1.52%	10.86%
Business and Employment Resource Center	258,669	215,360	216,130	218,540	1.48%	1.12%
ED Infrastructure and Investments	2,051,088	1,487,760	1,487,760	1,504,440	1.12%	1.12%
Farm Museum	1,111,179	889,650	883,840	937,590	5.39%	6.08%
Tourism	228,074	312,170	312,280	295,330	-5.39%	-5.43%
<b>Total Economic Development</b>	<b>\$4,641,048</b>	<b>\$3,803,980</b>	<b>\$3,723,290</b>	<b>\$3,868,600</b>	<b>1.70%</b>	<b>3.90%</b>

## Mission and Goals

The mission of the Department of Economic Development is to create a positive business environment to foster the growth and retention of resident companies and encourage the attraction of new industry. The purpose is to provide jobs for local residents, promote a healthy economy, and increase the industrial tax base to provide for government services.

### Goals include:

- Increase the commercial/industrial tax base
- Increase the number of quality jobs
- Support the development of new technology and the growth of resident industries
- Create an environment that fosters small business creation, sustainability, and growth
- Increase tourism in Carroll County and support the efforts of local tourism related businesses
- Assist Carroll County businesses with workforce development needs, and citizens in finding employment opportunities

## Highlights, Changes, and Useful Information

- Carroll County's average annual unemployment rate for CY 2015 was 4.4%, an improvement from CY 2014 average of 5.0%.
- The Business and Employment Resource Center continues to see demand for their programs, such as workforce training classes and job search assistance.
- In FY 15, Economic Development, in collaboration with Carroll County Chamber of Commerce, the Miller Center at Carroll Community College, the Carroll County Small Business and Technology Development Center, and the Carroll Technology Council, partnered with Overton and Associates to establish the Carroll Innovation Center at Overton in Westminster, MD. The center provides small business owners with affordable office space.

## Budget Changes

- Economic Development Administration decreases from FY 16 Original to Adjusted due to the elimination of a position offset by contracting oversight of Small Business Development to Carroll Community College.
- Farm Museum increases primarily for contractual mowing services.
- Tourism decreases due to a reduction in postage and print fees.

# Economic Development Administration

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$428,396	\$455,240	\$384,860	\$394,440	-13.36%	2.49%
Benefits	226,646	118,030	112,650	100,110	-15.18%	-11.13%
Operating	336,995	324,270	324,270	416,650	28.49%	28.49%
Capital	0	1,500	1,500	1,500	0.00%	0.00%
<b>Total</b>	<b>\$992,037</b>	<b>\$899,040</b>	<b>\$823,280</b>	<b>\$912,700</b>	<b>1.52%</b>	<b>10.86%</b>
<b>Employees FTE</b>	<b>7.00</b>	<b>7.00</b>	<b>6.00</b>	<b>6.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jack Lyburn, Director (410) 386-2071**  
**Heidi K. Pepin, Senior Budget Analyst (410) 386-2082**  
<http://carrollbiz.org/>

## Mission and Goals

The mission of the Department of Economic Development is to create a positive business environment to foster the growth and retention of resident companies and encourage the attraction of new industry. The purpose is to provide jobs for local residents, promote a healthy economy, and increase the industrial tax base to provide for government services.

### Goals include:

- Enhancing economic development in Carroll County to provide an adequate tax base to maintain our high quality of life and ensure the stability of our communities
- Providing opportunities for residents to work in their communities
- Investing in developing infrastructures and business support programs

## Description

The Department of Economic Development:

- Promotes Carroll County as a business location
- Provides an array of services to residents and potential businesses, such as site and facility tours, research, financing, regulatory agency assistance, and business advocacy services
- Provides administrative support to the Economic Development Commission, a Commissioner-appointed board that acts as an advisory arm to Commissioners on issues impacting business
- Utilizes many methods to attract new industry, including advertising, e-newsletters, public relations and attendance at industry and professional association seminars and conferences
- Maintains an active business retention visitation program

## Program Highlights

- During FY 15, nearly 400,000 square feet of space was built or renovated.
- December 2015 unemployment numbers rank Carroll County as the third lowest in the State at 3.6 percent, well below the state's unemployment rate of 5.1 percent.
- Commercial and Industrial vacancy rates remain stable compared to last year.
  - Office: Carroll – 10.6% Baltimore – 10.9%
  - Retail: Carroll – 5.1% Baltimore – 9.1%
  - Industrial: Carroll – 6.0% Baltimore – 5.0%

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to the elimination of a position.
- A 2.5% salary increase is included in FY 17.
- Operating increases due to contracting oversight of Small Business Development to Carroll Community College.

## Positions

Title	Type	FTE
<i>Agriculture Specialist</i>	Full-time	1.00
<i>Business Development Manager</i>	Full-time	1.00
<i>Deputy Director, Economic Development</i>	Full-time	1.00
<i>Director, Economic Development</i>	Full-time	1.00
<i>Economic Development Coordinator</i>	Full-time	1.00
<i>Research and Data Specialist</i>	Full-time	1.00
<b>Total</b>		<b>6.00</b>

# Business and Employment Resource Center

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	136,631	140,600	141,320	143,710	2.21%	1.69%
Benefits	107,479	58,970	59,020	59,730	1.29%	1.20%
Operating	14,560	15,790	15,790	15,100	-4.37%	-4.37%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>258,669</b>	<b>215,360</b>	<b>216,130</b>	<b>218,540</b>	<b>1.48%</b>	<b>1.12%</b>
<b>Employees FTE</b>	<b>2.85</b>	<b>2.85</b>	<b>2.85</b>	<b>2.85</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Jack Lyburn, Director (410) 386-2071  
 Heidi K. Pepin, Senior Budget Analyst (410) 386-2082  
<http://www.carrollworks.org/>

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

## Mission and Goals

The mission of the Carroll County Business and Employment Resource Center (BERC) is to develop a highly effective workforce for new and existing businesses, and to assist job seekers in achieving, advancing, and retaining employment.

### Goals include:

- Maximize public investment in job training and workforce development to create and maintain a workforce development system in Carroll County
- Assist citizens in finding employment opportunities preferably with Carroll County businesses with workforce development needs
- Market services to Carroll County employers
- Continue the Youth Programs by partnering with public, private, and not-for-profit organizations
- Support State and Federal Departments of Labor's strategic goals to enhance opportunities for America's workforce, promote economic security of workers and families, and foster quality workplaces that are safe, healthy, and fair

## Description

The Business and Employment Resource Center provides employment-related services which include skills and career assessment, career counseling, career exploration, occupational skills training, and job skill remediation, diploma programs, on-the-job training, and job search/placement assistance. BERC offers a state-of-the-art One Stop Resource Center with free usage of resources that include current labor market information, current job openings, computers, tutorials, workshops, and a well-equipped library. BERC assists local employers with no-fee recruitment services, matching job applicants to skill requirements, posting job openings, job fairs, and supplying meeting or office spaces for business needs. BERC also provides assistance to prospective employers in relation to workforce issues through efforts with the Department of Economic

## Program Highlights

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

	FY 15 Actuals	FY 16 Budget	FY 17 Budget	FY 17 % of Total
Local – County	\$259,684	\$215,360	\$218,540	12.4%
Grants	972,586	1,379,924	1,539,320	87.6%
<b>TOTAL</b>	<b>\$1,232,270</b>	<b>\$1,595,284</b>	<b>\$1,757,860</b>	<b>100.0%</b>

During FY 15:

- 12,141 customer visits were made to BERC.
- 1,703 new customers visited BERC.
- 475 (236 new) customers were registered for individual intensive and training services.
- 362 Workforce Investment Area (WIA) registered customers were placed in jobs.

## Budget Changes

- A 2.5% salary increase is included in FY 17.
- Operating decreases for a reduction in Dues and Memberships.

## Positions

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

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

# Economic Development Infrastructure and Investment

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	2,046,260	1,487,760	1,487,760	1,504,440	1.12%	1.12%
Capital	4,829	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$2,051,088</b>	<b>\$1,487,760</b>	<b>\$1,487,760</b>	<b>\$1,504,440</b>	<b>1.12%</b>	<b>1.12%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Jack Lyburn, Director (410) 386-2071**

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

## Description

The Economic Development Infrastructure and Investment account was established to provide funding that would support and encourage economic development in the County. This funding is used to promote Carroll County as a commercial/industrial site for businesses, which may include infrastructure improvements, studies, and targeted investments.

This budget funds projects such as:

- Job training investments
- Feasibility studies
- Land acquisition related to business development
- Business infrastructure development

The staff who administer the infrastructure and investment expenses are included in the Economic Development Administration budget.

## Program Highlights

- Fuchs North America purchased 21 acres of land at the North Carroll Business Park (NCBP) in Hampstead. Construction is currently underway for 240,000 square feet of space to house Fuchs' corporate headquarters including a new R&D and culinary center, state-of-the-art production facility and quality control testing labs. The company expects to invest over \$20 million and employ over 180 people at completion in Fall 2016.
- Advanced Thermal Batteries purchased 1231 Independence Way in Westminster. The company manufactures thermal batteries used in missile, space and munitions programs. The company will be fully operational in 2016 and expects to employ 50 people.
- Elite Screens opened its second base of operations in the U.S. at the Air Business Center in Westminster. The company manufactures projection screens in California and will be utilizing the Westminster facility for its East Coast distribution hub. The company will create 40 new jobs at the 81,000 square foot facility.

- FR Conversions purchased a 150,000 square foot plant at West Branch Trade Center in Westminster. The company specializes in the conversion of vans for wheelchairs. Over \$20 million will be invested in plant renovations and 400 new jobs will be created.
- Eldersburg Commons, a \$50 million redevelopment project, opened October 2015. The center is fully leased and features national retailers such as Super Walmart, Ulta, Chipotle, Noodles and Company, and TJ Maxx.
- Max and Ruffy's moved into 20,000 square feet in Westminster to manufacture organic pet treats. They will hire 15 employees.
- A contract has been accepted for the Warfield Corporate Campus in Sykesville. The developers envision a mixed-use concept with residential and office spaces, and include retail amenities and a hotel.



# Farm Museum

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$447,847	\$382,440	\$377,040	\$391,860	2.46%	3.93%
Benefits	254,988	119,160	118,750	118,280	-0.74%	-0.40%
Operating	376,696	385,050	385,050	425,850	10.60%	10.60%
Capital	31,647	3,000	3,000	1,600	-46.67%	-46.67%
<b>Total</b>	<b>\$1,111,179</b>	<b>\$889,650</b>	<b>\$883,840</b>	<b>\$937,590</b>	<b>5.39%</b>	<b>6.08%</b>
Employees FTE	9.99	9.99	10.65	10.65	-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenses. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Jack Lyburn, Director (410) 386-2071  
 Heidi K. Pepin, Senior Budget Analyst (410) 386-2082  
<http://ccgoverment.carr.org/ccg/farmmus/default.asp>

## Mission and Goals

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

### Goals include:

- Enrich, educate and entertain visitors by providing an experience of life in rural 19th century Carroll County
- Promote greater understanding of the resourcefulness of 19th century farm life using the technology of the period
- Provide a setting to teach rural Carroll County history to visitors of all ages
- Restore and preserve all Farm Museum buildings

## Description

The Carroll County Farm Museum, located at 500 South Center Street in Westminster, MD, was established in 1966 to preserve the rural heritage of Carroll County and to educate its visitors about farming life in the mid-19<sup>th</sup> century.

The Carroll County Farm Museum, the first of its kind in the State of Maryland, provides visitors an overview of rural Carroll County farm lifestyles of the 19<sup>th</sup> century through exhibits, demonstrations and traditional arts classes. The special events held throughout the year bring increased revenue to many businesses in the surrounding area.

The addition of the Living History Camp, Enrichment Camp, Traditional Arts classes and the Heirloom and County gardens have expanded the Museum's ability to demonstrate how Carroll County residents lived 150 years ago.

Farm animals add to the pastoral ambience, along with an environmental fishpond, children's play area, nature trail, flower garden, croquet lawn, horseshoe pits and volleyball court.

Special events include a Civil War Encampment, Fiddler's Convention, the Maryland Wine Festival, the Old-Fashioned July 4<sup>th</sup> Picnic, Fall Harvest Days and the annual Holiday Tour.

## Program Highlights

- The 2015 Maryland Wine Festival was attended by 13,348 visitors.
- In 2016, the Farm Museum is celebrating its 50<sup>th</sup> Anniversary.

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to employee turnover.
- A 2.5% salary increase is included in FY 17.
- Personnel increases for additional hours for a Service/Maintenance position.
- Operating increases due to contractual mowing and an anticipated increase in advertising and print fees.
- Capital decreases due to the purchase of furniture in FY 16.

## Positions

Title	Type	FTE
<i>Activities Coordinator</i>	Part-time	0.63
<i>Administrative Support</i>	Contractual	0.46
<i>Curator</i>	Full-time	1.00
<i>Events Coordinator</i>	Full-time	1.00
<i>Intern</i>	Contractual	0.04
<i>Maintenance Specialist</i>	Full-time	2.00
<i>Manager</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
<i>Park Maintenance Supervisor</i>	Full-time	1.00
<i>Service/Maintenance</i>	Contractual	1.82
<i>Volunteer Coordinator</i>	Part-time	0.70
<b>Total</b>		<b>10.65</b>

# Tourism

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$102,708	\$109,850	\$109,950	\$112,680	2.58%	2.48%
Benefits	37,440	21,310	21,320	21,940	2.96%	2.91%
Operating	87,926	181,010	181,010	160,710	-11.21%	-11.21%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$228,074</b>	<b>\$312,170</b>	<b>\$312,280</b>	<b>\$295,330</b>	<b>-5.39%</b>	<b>-5.43%</b>
<b>Employees FTE</b>	<b>2.80</b>	<b>2.80</b>	<b>2.80</b>	<b>2.80</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation and other operating expenses. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Jack Lyburn, Director (410) 386-2071

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

<http://carrollcountytourism.org/>

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

## Mission and Goals

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

### Goals include:

- 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

## Budget Changes

- A 2.5% salary increase is included in FY 17.
- Operating decreases due to a reduction in postage and printing costs.

## Positions

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

## Description

The Carroll County Visitor Center is located at 210 East Main Street, Westminster, MD. The Bureau works to promote Carroll County as an attractive, inexpensive place to visit. These efforts include:

- Operation of the Carroll County Visitor Center 7 days a week
- Assisting local tourism-related businesses and event organizers in their marketing efforts
- Advertising, creation, and distribution of marketing materials
- Attending travel shows that help promote the County
- Creation and distribution of Tourism brochures
- Creation and maintenance of Tourism website

## Program Highlights

- In FY 16, Tourism partnered with Carroll County Historic Society for a Celebrating America event.
- Partnered with the towns to promote them through advertising.

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# Human Resources

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# Human Resources Summary

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	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Human Resources Administration	\$846,517	\$715,850	\$717,140	\$818,970	14.41%	14.20%
Health and Fringe Benefits	2,954,045	18,663,370	18,715,870	18,368,660	-1.58%	-1.86%
Personnel Services	134,766	129,500	117,350	112,140	-13.41%	-4.44%
<b>Total Human Resources</b>	<b>\$3,935,327</b>	<b>\$19,508,720</b>	<b>\$19,550,360</b>	<b>\$19,299,770</b>	<b>-1.07%</b>	<b>-1.28%</b>

## Mission and Goals

To encourage employee growth, foster open communications and provide a respectful and supportive work environment that enables all Carroll County Government employees to improve and maintain their work productivity in the service of Carroll County citizens.

### Goals Include:

- Attract, retain, and develop qualified employees who support the vision, goals, and objectives of Carroll County Government
- Provide career development opportunities to assure continuity of county government operations
- Encourage employee engagement and increase morale through various programs
- Develop and maintain competitive classification and compensation plans
- Develop, monitor, and maintain policies related to employment laws and the Carroll County Personnel Code
- Provide fiscally responsible health and welfare benefits programs to employees as part of the full compensation package

## Highlights, Changes, and Useful Information

Human Resources supports County Government operations as well as outside agencies at varying levels. Health coverage, retirement, and other benefits are administered and funded out of this office for the Courts, State's Attorney's Office, and Sheriff Services. These agencies are also eligible to use the clerical workers in Personnel Services. Health coverage is also provided to the Carroll County Public Library and Animal Control.

### Budget Changes

- The increase from FY 16 Original to Adjusted is due to health costs for three new positions in the Department of Public Works. This increase is offset by a decrease in the Reserve for Contingencies.
- Human Resources Administration increases due additional funding in training for County personnel and a new Human Resource Associate.
- Health and Fringe Benefits was reduced from FY 16 due to actual growth in claims being lower than planned.

# Human Resources Administration

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$492,511	\$508,500	\$509,700	\$569,870	12.07%	11.80%
Benefits	294,716	148,530	148,620	153,860	3.59%	3.53%
Operating	59,290	58,820	58,820	95,240	61.92%	61.92%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$846,517</b>	<b>\$715,850</b>	<b>\$717,140</b>	<b>\$818,970</b>	<b>14.41%</b>	<b>14.20%</b>
<b>Employees FTE</b>	<b>10.00</b>	<b>10.00</b>	<b>10.00</b>	<b>11.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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

## Mission and Goals

To encourage employee growth, foster open communications and provide a respectful and supportive work environment that enables all Carroll County Government employees to improve and maintain their work productivity in the service of Carroll County citizens.

### Goals include:

- Attract, retain, and develop qualified employees who support the vision, goals, and objectives of Carroll County Government
- Provide career development opportunities to assure continuity of county government operations
- Encourage employee engagement and increase morale through various programs
- Develop and maintain competitive classification and compensation plans
- Develop, monitor, and maintain policies related to employment laws and the Carroll County Personnel Code

## Description

Human Resources oversees all responsibilities associated with Carroll County Government employment including:

- Recruitment, selection and hiring
- Personnel policies, procedures, and files
- Benefits, compensation, and recognition programs
- Employee relations programs
- Computer skills assessment
- Wellness initiatives
- Employee training and development activities
- Compliance with Federal and State employment and benefit laws

## Program Highlights

- Carroll County Government health plans continue to maintain “grandfathered” status under the Patient Protection and Affordable Care Act.
- Facilitated four quarterly orientations on policies, laws, recycling and risk management.
- Implementation of the new Human Resources Information System.
- Held fourteen wellness events during FY 15.

## Budget Changes

- Personnel increases due to a 2.5% salary adjustment and a new Human Resources Associate position.
- Operating increases due to additional funding in training for County personnel.

## Positions

Title	Type	FTE
<i>Director</i>	Full-time	1.00
<i>Health and Benefits Manager</i>	Full-time	1.00
<i>Human Resources Associate</i>	Full-time	7.00
<i>Information Desk Associate</i>	Full-time	1.00
<i>Retirement Plans Manager</i>	Full-time	1.00
<b>Total</b>		<b>11.00</b>

# Health and Fringe Benefits

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$8,700	\$12,000	\$12,000	\$13,000	8.33%	8.33%
Benefits	2,803,879	2,815,760	2,815,760	2,815,060	-0.02%	-0.02%
Operating	141,465	15,835,610	15,888,110	15,540,600	-1.86%	-2.19%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$2,954,045</b>	<b>\$18,663,370</b>	<b>\$18,715,870</b>	<b>\$18,368,660</b>	<b>-1.58%</b>	<b>-1.86%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

Note: In FY 15, health and fringe expenditures were allocated to individual budgets. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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

## Mission and Goals

To administer employee benefits, educate employees about their benefits and work with employees to resolve issues related to benefits.

The goal of this agency is to provide a competitive health and welfare benefit package to employees as part of the total compensation package.

## Description

Benefits offered by the County include:

- Pension plans (see 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 who administer the Health and Fringe Benefits budget are included in the Human Resources Administration budget.

## Program Highlights

- United Healthcare is the County's medical health plan provider. County employees have a choice between two medical plans:
  - Choice is an "open HMO" program that provides in-network coverage only, with no requirement for referrals, but no out-of-network benefit for employees who choose to utilize non-participating providers.
  - Choice Plus allows the insured to receive treatment within the network of providers for the regular co-payment amount and also provides out-of-network coverage at slightly increased expense to the insured.
- Benefit providers include Optum as the provider for prescription coverage and Delta Dental as the PPO provider for dental care. CIGNA continues to provide the dental HMO plan.
- Member education resulted in utilization of generic prescriptions increasing from 75.1% to 82.3%.
- Member utilization of in-network providers increased from 96.7% to 97.7%.

## Budget Changes

- The increase from 16 Original to Adjusted is due to three new positions in the Department of Public Works. This increase is offset by a decrease in Reserve for Contingencies.
- Operating decreases from FY 16 due to actual growth in claims being lower than planned.

# Personnel Services

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$66,240	\$91,600	\$80,320	\$83,530	-8.81%	4.00%
Benefits	68,526	37,890	37,020	28,600	-24.52%	-22.74%
Operating	0	10	10	10	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$134,766	\$129,500	\$117,350	\$112,140	-13.41%	-4.44%
<b>Employees FTE</b>	3.00	3.00	3.00	3.00	-----	-----

Note: FY 15 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

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

## Positions

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

## Mission and Goals

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

### Goals include:

- Provide trained clerical support knowledgeable in County procedures and equipment
- Have staff ready and available for clerical openings to shorten recruitment time when vacancies occur

## Description

Personnel Services provides clerical support to all County agencies, Sheriff Services, the Circuit Court, and the State's Attorney's Office on an as needed basis. This staff of three clerical positions:

- Is readily available for assignments
- Is familiar with County procedures and policies
- Is trained and familiar with County office equipment and software
- Provides agencies the option to fill vacancies with trained employees
- Eliminates the need for temporary staffing from outside services
- Provides support when other employees are out or additional support is needed

## Program Highlights

In FY 15, Personnel Services provided over 3,980 hours of support to various agencies.

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to employee turnover.
- A 2.5% salary increase is included in FY 17.

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# **Land and Resource Management**

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# Land and Resource Management

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	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Land and Resource Management Administration	\$1,161,802	\$738,945	\$739,780	\$708,490	-4.12%	-4.23%
Development Review	496,255	478,660	479,770	513,090	7.19%	6.94%
Resource Management	1,209,843	665,720	664,350	707,570	6.29%	6.51%
Zoning Administration	278,433	228,250	228,710	233,050	2.10%	1.90%
<b>Total Land and Resource Management</b>	<b>\$3,146,334</b>	<b>\$2,111,575</b>	<b>\$2,112,610</b>	<b>\$2,162,200</b>	<b>2.40%</b>	<b>2.35%</b>

## 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
- 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

Changes in Resource Management and Land and Resource Management Administration are mainly due to changes in employee allocations between these budgets and the Watershed Protection and Restoration Fund.

# Land and Resource Management Administration

Description	Actual FY 15	Original	Adjusted	Budget FY 17	% Change	% Change
		Budget FY 16	Budget FY 16		From Orig. FY 16	From Adj. FY 16
Personnel	\$721,870	\$550,940	\$551,520	\$527,300	-4.29%	-4.39%
Benefits	325,848	151,580	151,830	144,630	-4.59%	-4.74%
Operating	114,084	36,425	36,430	36,560	0.37%	0.36%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$1,161,802</b>	<b>\$738,945</b>	<b>\$739,780</b>	<b>\$708,490</b>	<b>-4.12%</b>	<b>-4.23%</b>
Employees FTE	14.80	10.00	10.00	9.10	-----	-----

Note: FY 15 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Thomas Devilbiss, Director (410) 386-2145  
 Sheree Lima, Management and Budget Project Coordinator  
 (410) 386-2082

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

## Mission and Goals

It is the Department of Land and Resource Management's vision to maintain, develop and implement programs in an efficient and effective manner related to development review, zoning, resource management, geographic information systems (GIS), and agricultural preservation.

### Goals include:

- Preserve farmland in perpetuity for present and future agricultural uses
- Develop creative means to achieve the County's land preservation goal of 100,000 acres
- Maintain full EPA National Pollutant Discharge Elimination System (NPDES) permit compliance for the five-year compliance period
- Promote the health, safety, and welfare of the residents of Carroll County through the fair and equitable enforcement of the Zoning Ordinance

## Description

The Department of Land and Resource Management is a front-line agency serving the citizens, businesses and other governmental agencies on a daily basis. The Department provides leadership guidance, GIS products, and technical and statistical information on issues relating to development, land preservation, water resource management, zoning, town/county cooperation, and resource protection issues. Responsibilities also include enforcing the County's Storm Sewer System code, and managing the Countywide National Pollutant Discharge Elimination System (NPDES). The Department staffs the Planning and Zoning Commission, the Environmental Advisory Council, and participates in the Water Resource Coordination Council.

## Program Highlights

- Annual in-house training for County and municipal staff was performed in November in compliance with the NPDES permit.
- In FY 15, the Agricultural Preservation Program preserved six farms, the Rural Legacy Program two farms and the Critical Farms Program two farms for a total of 1,057 acres preserved.

## Budget Changes

- A 2.5% salary increase is included in FY 17 offset by changes to salary allocations.
- Benefits decrease mainly due to Pension and OPEB allocations.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	0.50
<i>Ag. Land Pres. Program Mgr.</i>	Full-time	1.00
<i>Director</i>	Full-time	0.60
<i>GIS Analyst</i>	Full-time	3.00
<i>Hydrogeologist</i>	Full-time	1.00
<i>Land Use Project Coordinator</i>	Full-time	1.00
<i>Office Associate</i>	Full-time	1.00
<i>Preservation Specialist</i>	Full-time	1.00
<b>Total</b>		<b>9.10</b>

40% of the Director and 50% of the Administrative Office Associate are charged to the Watershed Protection and Restoration Fund.

# Development Review

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$278,177	\$368,530	\$369,560	\$378,800	2.79%	2.50%
Benefits	183,488	95,120	95,200	120,190	26.36%	26.25%
Operating	34,591	14,010	14,010	14,100	0.64%	0.64%
Capital	0	1,000	1,000	0	-100.00%	-100.00%
<b>Total</b>	<b>\$496,255</b>	<b>\$478,660</b>	<b>\$479,770</b>	<b>\$513,090</b>	<b>7.19%</b>	<b>6.94%</b>
<b>Employees FTE</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>8.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Clayton R. Black, Bureau Chief (410) 386-2145**  
**Sheree Lima, Management and Budget Project Coordinator (410) 386-2082**  
<http://ccgovernent.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 15	38	66
FY 14	41	35
FY 13	39	27
FY 12	35	39
FY 11	40	34
FY 10	66	54

## Budget Changes

- The increase from FY 16 Original to Adjusted is due to employee turnover.
- A 2.5% salary increase is included in FY 17.

## Positions

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

# Resource Management

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$437,637	\$444,880	\$443,610	\$490,720	10.30%	10.62%
Benefits	313,897	174,280	174,180	173,690	-0.34%	-0.28%
Operating	448,340	36,260	36,260	36,160	-0.28%	-0.28%
Capital	9,969	10,300	10,300	7,000	-32.04%	-32.04%
<b>Total</b>	<b>\$1,209,843</b>	<b>\$665,720</b>	<b>\$664,350</b>	<b>\$707,570</b>	<b>6.29%</b>	<b>6.51%</b>
<b>Employees FTE</b>	<b>19.00</b>	<b>9.10</b>	<b>9.10</b>	<b>9.90</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 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

Gale Engles, Bureau Chief (410) 386-2145  
 Sheree Lima, Management and Budget Project Coordinator  
 (410) 386-2082  
<http://ccgoverment.carr.org/ccg/resmgmt/>

## Mission and Goals

Protect and manage the natural resources for use and enjoyment by the citizens of Carroll County. Promote public awareness and education to preserve, protect, and improve natural resources in the County.

### Goals include:

- Serve as the central source of information and data relating to Carroll County's natural resources
- Fairly and equitably interpret and apply code requirements for Chapter 53 Environmental Management of Storm Sewer System, Chapter 153 Floodplain Management, Chapter 157 Landscape Enhancement of Development, Chapter 151 Stormwater Management, and Chapter 154 Water Resource Management
- Maintain full EPA National Pollutant Discharge Elimination System (NPDES) permit compliance for the five-year compliance period
- Protect and promote the economic value and contribution of Carroll County's agricultural resources

## Description

The Bureau of Resource Management 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 15, three stormwater management retrofit projects were completed. These will be instrumental in addressing the National Pollutant Discharge Elimination System permit requirements.
- To offset the cost of engineering, staff provides conceptual designs for new facilities prior to contracting with a consultant.
- Nine projects are currently under design and three are under construction.

## Budget Changes

- A 2.5% salary increase is included in FY 17.
- Personnel increases due to changes in the allocation of positions between this budget and the Watershed Protection and Restoration Fund.
- Operating decreases due to lab testing fees.

## Positions

Title	Type	FTE
<i>Bureau Chief</i>	Full-time	0.25
<i>Chief Reviewer/Inspector</i>	Full-time	0.70
<i>Environ. Inspector/Grading Rev.</i>	Full-time	3.00
<i>Floodplain Mgt. Specialist</i>	Full-time	0.40
<i>Forest Conservation Spec.</i>	Full-time	0.90
<i>Office Associate</i>	Full-time	1.85
<i>Program Engineer</i>	Full-time	0.60
<i>Stormwater Mgt. Review Asst.</i>	Full-time	0.40
<i>Water Resource Specialist</i>	Full-time	0.40
<i>Water Resource Supervisor</i>	Full-time	0.20
<i>Water Resource Technician</i>	Full-time	0.80
<i>Watershed Mgt. Specialist</i>	Full-time	0.20
<i>Watershed Restoration Engineer</i>	Full-time	0.20
<b>Total</b>		<b>9.90</b>

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.

# Zoning Administration

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$158,148	\$164,930	\$165,360	\$169,440	2.73%	2.47%
Benefits	105,991	57,020	57,050	57,610	1.03%	0.98%
Operating	14,294	6,300	6,300	6,000	-4.76%	-4.76%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$278,433</b>	<b>\$228,250</b>	<b>\$228,710</b>	<b>\$233,050</b>	<b>2.10%</b>	<b>1.90%</b>
<b>Employees FTE</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Jay C. Voight, Zoning Administrator (410) 386-2982  
 Sheree Lima, Management and Budget Project Coordinator  
 (410) 386-2082  
<http://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, 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

In FY 15:

New Zoning Cases	283
Abated Cases	350
Open Zoning Cases	130
Zoning Inspections	1,065
Zoning Certificate Issued	78
Administration Zoning Hearings	62
Termination Hearings	9

## Budget Changes

- A 2.5% salary increase is included in FY 17.
- Operating decreases due to lower estimates for computer supplies and printing fees based on actual expenditures.

## Positions

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

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# **Management and Budget**

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# Management and Budget Summary

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Management and Budget Administration	\$279,540	\$247,740	\$248,250	\$253,810	2.45%	2.24%
Budget	647,609	572,820	574,690	611,840	6.81%	6.46%
Grants Office	142,048	131,540	132,440	142,450	8.29%	7.56%
Risk Management	1,898,280	2,219,850	2,220,420	2,240,750	0.94%	0.92%
<b>Total Management and Budget</b>	<b>\$2,967,477</b>	<b>\$3,171,950</b>	<b>\$3,175,800</b>	<b>\$3,248,850</b>	<b>2.42%</b>	<b>2.30%</b>

## Mission and Goals

To plan for and facilitate the provision of services, facilities and infrastructure in a way that protects the County's long-term fiscal position.

### Goals include:

- Ensure budget compliance and the most cost-effective use of the County's financial resources
- Leverage resources by securing as much grant revenue as possible
- Minimize losses due to accidents and damage to County employees and property, to benefit the citizens of Carroll County
- Provide asset management through effective safety, insurance and building inspection programs

## Highlights, Changes, and Useful Information

- The Department of Management and Budget supports not only County Government operations but also outside agencies at varying levels. Risk Management administers the County's insurance program that provides services such as Workers Compensation and property insurance to the Courts, State's Attorney, Sheriff Services, Carroll Community College, Carroll County Public Library, and many others. Grants Management provides grant writing assistance to many outside agencies, particularly the local non-profits.
- The current FY 16 Adopted Operating and Capital Budgets are available on the Carroll County Government website. The Recommended, Proposed, and Adopted Operating and Capital Budgets for FY 17 will be available on the website as each are completed.
- Grants statistical information:

	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15
<b>Applications</b>	103	90	92	83	58	95	89
<b>Awarded</b>	83	68	70	61	50	67	76
<b>Denied</b>	9	11	8	12	5	17	8
<b>Pending</b>	11	11	14	0	0	0	3
<b>Edit Only</b>	-	-	-	-	3	11	2
<b>Award Dollars</b>	\$9,810,046	\$7,949,309	\$7,291,227	\$8,685,519	\$6,228,910	\$8,279,665	\$11,718,946

## Budget Changes

- Budget increases due to a one-time purchase of workstations.
- Grants Management increases due to the biennial Indirect Cost Study.

# Management and Budget Administration

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$194,098	\$192,610	\$193,080	\$197,910	2.75%	2.50%
Benefits	78,441	45,700	45,740	46,240	1.18%	1.09%
Operating	7,001	9,430	9,430	9,660	2.44%	2.44%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$279,540	\$247,740	\$248,250	\$253,810	2.45%	2.24%
<b>Employees FTE</b>	2.00	2.00	2.00	2.00	-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Ted Zaleski, Director (410) 386-2082

Evan Cook, Budget Analyst (410) 386-2082

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

## Mission

The Department of Management and Budget is a team of dedicated professionals committed to excellence in customer service and the efficient and effective management of the County's financial resources and insured investments.

## Goals include:

- Accurately project the availability of resources without exceeding actual collections
- Help the Board of County Commissioners
- Help agencies to provide services, facilities and infrastructure
- Monitor revenues and expenditures to assure a fiscally appropriate year-end position
- Communicate information about the budget, plans and our fiscal position to elected officials, service providers and the public in a useful manner

## Description

The Department of Management and Budget includes Management and Budget Administration, the Bureau of Budget, Risk Management, and Grants Management. Through these agencies, the Department organizes and provides detailed fiscal analysis and management information to assist the Board of County Commissioners and County agencies in making informed management decisions.

The Department of Management and Budget seeks to develop funding strategies that provide a mix of funds from Federal, State, foundation, local, and corporate sources. It also oversees many of the County's insurance programs while working to reduce insurance losses through various Risk Management programs.

## Budget Changes

A 2.5% salary increase is included in FY 17.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Director</i>	Full-time	1.00
<b>Total</b>		2.00



# Budget

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$414,120	\$435,970	\$437,700	\$448,730	2.93%	2.52%
Benefits	222,527	122,750	122,890	124,230	1.21%	1.09%
Operating	10,784	13,800	13,800	13,880	0.58%	0.58%
Capital	177	300	300	25,000	8233.33%	8233.33%
<b>Total</b>	<b>\$647,609</b>	<b>\$572,820</b>	<b>\$574,690</b>	<b>\$611,840</b>	<b>6.81%</b>	<b>6.46%</b>
Employees FTE	7.15	7.15	7.15	7.15	-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Deborah Effingham, Bureau Chief (410) 386-2082**

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

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

## Mission

Through an ongoing process of identifying, allocating and monitoring resources, Budget helps to turn the Commissioners' vision, goals and priorities into services and facilities, monitors the use of resources and the provision of services and facilities, and builds strategies to protect the Commissioners' ability to provide planned services and facilities, and avoid over-commitment of resources.

### Goals include:

- Accurately project the availability of resources without exceeding actual collections
- Help the Board of County Commissioners achieve their goals within fiscal constraints
- Help agencies provide services, facilities and infrastructure
- Monitor revenues and expenditures to assure a fiscally appropriate year-end position
- Communicate information about the budget, plans, and our fiscal position, in useful ways, to elected officials, service providers, and the public

## Description

The annual adoption of the County's capital and operating budgets allocates the County's resources to the services the Commissioners believe best serve the needs of the citizens of the County. The Bureau of Budget facilitates the Operating and Capital Budget processes and is responsible for forecasting and monitoring all revenues. Staff assists County agencies in the preparation of their budget requests, reviews those requests and makes recommendations to the County Commissioners for a balanced budget.

Throughout the year, Budget staff review agency expenditure requests for conformance to the approved budget and resolves any issues that arise. Staff performs analysis of County agencies with respect to efficiency, methods, procedures, and organization as instructed by the Director of Management and Budget and the Board of County Commissioners.

## Program Highlights

The current FY 16 Adopted Operating and Capital Budgets are available on the Carroll County Government website. The Recommended, Proposed, and Adopted Capital and Operating Budgets for FY 17 are available on the website as each are completed.

FY 16 marks the eighth year in a row the Adopted Budget Books received the Government Finance Officers Association (GFOA) "Distinguished Budget Presentation Award".

## Budget Changes

- A 2.5% salary increase is included in FY 17.
- Capital increases due to a one-time purchase of workstations.

## Positions

Title	Type	FTE
<i>Budget Analyst</i>	Full-time	2.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Intern</i>	Contractual	0.15
<i>Project Coordinator</i>	Full-time	2.00
<i>Senior Budget Analyst</i>	Full-time	2.00
<b>Total</b>		<b>7.15</b>

# Grants Office

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$97,045	\$100,600	\$101,440	\$103,940	3.32%	2.46%
Benefits	39,683	23,530	23,590	23,800	1.15%	0.89%
Operating	5,319	7,410	7,410	14,710	98.52%	98.52%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$142,048</b>	<b>\$131,540</b>	<b>\$132,440</b>	<b>\$142,450</b>	<b>8.29%</b>	<b>7.56%</b>
<b>Employees FTE</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>2.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Deborah Standiford, Grants Manager (410) 386-2082

Evan Cook, Budget Analyst (410) 386-2082

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

## Mission and Goals

Grants Management is dedicated to enhancing Carroll County through advocating, seeking, developing, securing, and managing grant funding.

### Goals include:

- Help service providers make successful grant applications
- Focus on grant opportunities with the greatest impact on the Commissioners' goals
- Maintain a process that promotes successful compliance

## Description

Grants Management assists County agencies, County-related agencies, municipalities, and non-profits to identify, develop, write, manage, and evaluate grants. Grants are sought from Federal, State, Foundation, and Corporate sources. Research provides grant opportunities that closely fit agency needs. Every grant is reviewed to ensure quality of writing and accuracy of budget information. Application requirements are reviewed to assure that the application sufficiently covers information requested so that the grant receives the best evaluation possible from the granting agency.

Grant award conditions are reviewed and assistance is provided to grantees to assure compliance with grant requirements, which are becoming more stringent. Grants may also be selected for monitoring at random to assure sufficiency of record keeping in preparation for audit.

*Grantsline*, a monthly newsletter published by Grants Management, contains current Federal, State, and philanthropic grant opportunities.

## Program Highlights

	FY13	FY14	FY15
Grant Applications	58	95	89
Grants Awarded	50	67	76
Grants Denied	5	17	8
Grants Pending	0	0	3
Grants Edit Only	3	11	2
Award Dollars	\$6,228,910	\$8,279,665	\$11,718,946

## Budget Changes

- A 2.5% salary increase is included in FY 17.
- Operating increases due to the biennial Indirect Cost Study.

## Positions

Title	Type	FTE
Grants Analyst	Full-time	1.00
Grants Manager	Full-time	1.00
<b>Total</b>		<b>2.00</b>

# Risk Management

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$211,945	\$215,730	\$216,260	\$221,660	2.75%	2.50%
Benefits	1,193,929	95,080	95,120	95,770	0.73%	0.68%
Operating	492,407	1,906,040	1,906,040	1,920,320	0.75%	0.75%
Capital	0	3,000	3,000	3,000	0.00%	0.00%
<b>Total</b>	<b>\$1,898,280</b>	<b>\$2,219,850</b>	<b>\$2,220,420</b>	<b>\$2,240,750</b>	<b>0.94%</b>	<b>0.92%</b>
<b>Employees FTE</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>4.00</b>	<b>-----</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Cecelia Devilbiss, Risk Manager (410) 386-2082  
 Evan Cook, Budget Analyst (410) 386-2082  
<http://ccgovernment.carr.org/ccg/riskman/>

## Mission and Goals

Risk Management works to prevent adverse events and to control the costs of events that occur which affect County personnel or property. The office helps to build and promote a zero-accident culture while seeking an accident-free work environment.

### Goals include:

- Identify and address all sources of workplace risk
- Assess the impact of various risks on the County
- Work with departments to reduce risks and costs, and to ensure compliance with laws and regulations

## Description

Risk Management protects the assets of Carroll County and works with all of Carroll County Government to administer the County's safety and insurance programs. The office contracts with insurance companies for a variety of insurance coverage, including: casualty, comprehensive, general liability, umbrella, crime, environmental impairment, workers' compensation and employee bonding. Risk Management monitors all of its programs to ensure the County is receiving the best rates and utilizes other current cost-saving measures such as self-insurance.

Risk Management maintains and works to improve the internal procedures to reduce loss exposure. The office sponsors safety activities to remind all employees of the importance of a safe work environment. Risk Management also follows guidelines set forth by the Department of Transportation, which include physicals and drug alcohol testing for employees driving County vehicles.

## Budget Changes

A 2.5% salary increase is included in FY 17.

## Positions

Title	Type	FTE
<i>Risk Management Specialist</i>	Full-time	1.00
<i>Risk Management Technician</i>	Full-time	1.00
<i>Risk Manager</i>	Full-time	1.00
<i>Safety and Training Coordinator</i>	Full-time	1.00
<b>Total</b>		<b>4.00</b>

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# **Technology Services**

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# Technology Services Summary

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	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Technology Services	\$3,821,314	\$4,234,900	\$4,220,140	\$4,346,580	2.64%	3.00%
Production and Distribution Services	423,000	460,730	461,030	464,390	0.79%	0.73%
<b>Total Technology Services</b>	<b>\$4,244,314</b>	<b>\$4,695,630</b>	<b>\$4,681,170</b>	<b>\$4,810,970</b>	<b>2.46%</b>	<b>2.77%</b>

## Mission and Goals

The Bureau of Technology Services strives to provide quality and cost-effective technology solutions and services that enable County departments, agencies and partners to be successful in achieving their respective goals, always striving to exceed expectations.

### Goals include:

- To provide technology services to County agencies and partners in order to ensure appropriate and cost effective use of IT services.
- To provide technical expertise in the implementation and support of computer applications to County agencies and partners in order to accomplish management improvements and business process efficiencies, and to serve the residents, businesses and employees of Carroll County.
- To provide the underlying technology infrastructure required to assist County agencies in providing effective support to residents.
- To increase access to information and services through E-Government platforms.

## Highlights, Changes and Useful Information

- The Carroll County Public Network (CCPN) provides high-speed voice and data connections to the Carroll County Public School System, Carroll Community College, the Carroll County Public Library System, and all County government facilities.
- In FY 16, Technology Services started an upgrade of the County wireless (Wi-Fi) infrastructure and a replacement Payroll/Human Resources Information System.

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to employee turnover.
- Technology Services increases due to security upgrades, software maintenance, professional training and contracted services.

# Technology Services

Description	Actual FY 15	Original	Adjusted	Budget FY 17	% Change	% Change
		Budget FY 16	Budget FY 16		From Orig. FY 16	From Adj. FY 16
Personnel	\$1,599,432	\$1,893,800	\$1,880,090	\$1,931,730	2.00%	2.75%
Benefits	884,846	498,120	497,070	516,270	3.64%	3.86%
Operating	1,289,574	1,705,690	1,705,690	1,848,310	8.36%	8.36%
Capital	47,462	137,290	137,290	50,270	-63.38%	-63.38%
<b>Total</b>	<b>\$3,821,314</b>	<b>\$4,234,900</b>	<b>\$4,220,140</b>	<b>\$4,346,580</b>	<b>2.64%</b>	<b>3.00%</b>
<b>Employees FTE</b>	<b>30.75</b>	<b>30.75</b>	<b>31.00</b>	<b>31.00</b>	<b>0.81%</b>	<b>-----</b>

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures, while some operating and capital expenditures were allocated to individual budgets. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Mark Ripper, Director (410) 386-2056

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

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

## Mission and Goals

Technology Services strives to provide up-to-date intellectual and technical resources to the departments, offices and bureaus of Carroll County Government and partner agencies so the County can offer greater efficiency in the services it provides.

### Goals include:

- Provide technology services to County agencies and partners to ensure appropriate cost-effective use of IT services.
- Provide technical expertise in implementation and support of computer applications to County agencies and partners to accomplish management improvements and business process efficiencies, and to serve the residents, businesses and employees of Carroll County.
- Provide underlying technology infrastructure to assist County agencies in providing effective support to residents.
- Increase access to information and services through E-Government platforms.

### Description

Technology Services provides information and technology services to Carroll County Government and governmental partners, educating and training personnel in the use of computer equipment and business applications including enterprise Geographic Information Systems. Staff also evaluates, selects and initiates purchasing procedures for information processing hardware, software and consulting services. Additionally, Technology Services acts as liaison and coordinator between vendors, consultants and County agencies.

### Program Highlights

Technology Services provides high-speed voice and data connections to all County government facilities.

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to salary adjustments.
- A 2.5% salary increase is included in FY 17.
- Operating increases due to security upgrades, software maintenance, professional training and contracted developer services.
- Capital decreases due to one-time hardware purchases in FY 16.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	1.00
<i>Applications and Program Mgr.</i>	Full-time	1.00
<i>Bureau Chief</i>	Full-time	1.00
<i>Client Services Analyst</i>	Full-time	5.00
<i>Computer Operations Technician</i>	Full-time	1.00
<i>Computer Operator</i>	Full-time	1.00
<i>Director</i>	Full-time	1.00
<i>Enterprise GIS and Database Mgr.</i>	Full-time	1.00
<i>Enterprise GIS Analyst</i>	Full-time	1.00
<i>Graphic Designer/Media Specialist</i>	Full-time	1.00
<i>Help Desk Specialist</i>	Full-time	1.00
<i>Info Tech Services Specialist</i>	Full-time	1.00
<i>Network Analyst</i>	Full-time	3.00
<i>Network Security Manager</i>	Full-time	1.00
<i>Network Systems Engineer</i>	Full-time	1.00
<i>Network Technician</i>	Full-time	1.00
<i>Programmer</i>	Full-time	1.00
<i>Programmer Analyst</i>	Full-time	1.00
<i>Repair Technician</i>	Full-time	1.00
<i>Senior Enterprise GIS Analyst</i>	Full-time	1.00
<i>Senior Programmer Analyst</i>	Full-time	3.00
<i>Special Projects Engineer</i>	Full-time	1.00
<i>Systems and Client Service Mgr.</i>	Full-time	1.00
<b>Total</b>		<b>31.00</b>

# Production and Distribution Services

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$115,308	\$118,130	\$118,400	\$121,330	2.71%	2.47%
Benefits	67,087	33,920	33,950	34,380	1.36%	1.27%
Operating	240,605	308,680	308,680	308,680	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$423,000	\$460,730	\$461,030	\$464,390	0.79%	0.73%
<b>Employees FTE</b>	3.00	3.00	3.00	3.00	-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Mark Ripper, Director (410) 386-2056

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

## Description

Production and Distribution Services (PDS) provides organizational support services including photocopying, white prints, binding, laminating, and mailing and shipping services to County agencies, as well as some affiliated groups.

PDS serves as an in-house print shop, generating both color and black and white copies. In addition, the staff will staple, hole punch, bind, cut and laminate to order. The staff works to find the most cost-effective methods to handle mail and shipping.

## Program Highlights

- Nearly 4 million copies are made each year.
- Approximately 100,000 pieces of mail are distributed on a monthly basis and delivered daily to 72 locations.
- More than 120,000 square feet of blueprints/whiteprints are copied annually.

## Budget Changes

A 2.5% salary increase is included in FY 17.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Distribution Technician</i>	Full-time	2.00
<i>PDS Supervisor</i>	Full-time	1.00
<b><i>Total</i></b>		<b>3.00</b>

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## **General Government Other**

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# General Government Other Summary

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	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Administrative Hearings	\$88,782	\$83,450	\$83,570	\$84,810	1.63%	1.48%
Audio Video Production	178,465	157,750	157,930	159,870	1.34%	1.23%
Board of Elections	786,743	1,042,810	1,042,810	1,033,330	-0.91%	-0.91%
Board of License Commissioners	89,938	85,550	85,470	87,030	1.73%	1.83%
County Commissioners	928,109	1,002,060	950,810	969,830	-3.22%	2.00%
<b>Total General Government Other</b>	<b>\$2,072,036</b>	<b>\$2,371,620</b>	<b>\$2,320,590</b>	<b>\$2,334,870</b>	<b>-1.55%</b>	<b>0.62%</b>

## Highlights, Changes, and Useful Information

- General Government Other includes various County and State agencies. There is no inherent relationship between these budgets. They are combined for presentation purposes only.
- Since FY 11, five Commissioners are elected by district. These election districts can be viewed at: <http://ccgovernment.carr.org/ccg/topics/redist-map/comm-district-map.pdf>
- The Board of License Commissioners collects fees for applications of new or transferred liquor licenses and license violations. Below is a history of liquor license revenues:

FY 08	FY 09	FY 10	FY 11	FY 12	FY 13	FY 14	FY 15
\$209,363	\$207,614	\$210,610	\$214,426	\$208,787	\$216,212	\$201,549	\$198,754

## Budget Changes

- County Commissioners decreases from FY 16 Original to Adjusted due to reorganization and employee turnover.
- Board of Elections decreases due to one-time costs in FY 16 associated with the new optical scan voting system.

# Administrative Hearings

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$42,522	\$43,430	\$43,540	\$44,620	2.74%	2.48%
Benefits	31,234	14,630	14,640	14,800	1.16%	1.09%
Operating	15,027	25,390	25,390	25,390	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	\$88,782	\$83,450	\$83,570	\$84,810	1.63%	1.48%
<b>Employees FTE</b>	1.00	1.00	1.00	1.00	-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Jo Vance, Administrative Hearings Coordinator**  
(410) 386-2094

**Evan Cook, Budget Analyst (410) 386-2082**  
<http://ccgovernment.carr.org/ccg/oah/default.asp>

Overlay. All board members are appointed by the County Commissioners and are not County employees.

## Budget Changes

A 2.5% salary increase is included in FY 17.

## 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.

## Positions

Title	Type	FTE
<i>Admin. Hearing Coordinator</i>	Full-time	1.00
<b>Total</b>		1.00

## Description

The Board of Zoning Appeals is a five-member board appointed by the County Commissioners to serve a three-year term. Their purpose is to hear citizen appeals for zoning violation citations and for special exceptions and variances to zoning ordinance regulations and specifications. The Board consists of a chairman and four members who sit as administrative judges three to four days each month, depending upon the number of cases filed and scheduled.

The Carroll County Ethics Commission is a six-member board established by County law appointed by the Carroll County Commissioners. The role of the Ethics Commission is to receive and maintain financial disclosures and lobbying disclosures; process outside employment requests; process and make determinations as to complaints filed by persons alleging violations of the Ethics Ordinance, and to provide public information regarding the purpose and application of the Ethics Ordinance.

The Historic Preservation Commission (HPC) is a five-member board established by County law and appointed by the Carroll County Commissioners. The HPC hears applications for work permits within the Historic District Overlay prior to changes being made to any property within the Historic District Overlay that involves exterior changes which would affect the historic, archaeological, or architectural significance of the property. Additionally, the HPC is required to maintain and update the Maryland Inventory of Historic Properties for Carroll County; review petitions for designation as a historic site, structure or district; and review applications for conditional uses and variances for properties located within the Historic District

# Audio Video Production

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$93,574	\$102,370	\$102,530	\$105,080	2.65%	2.49%
Benefits	62,910	30,280	30,300	30,590	1.02%	0.96%
Operating	1,484	1,100	1,100	2,200	100.00%	100.00%
Capital	20,496	24,000	24,000	22,000	-8.33%	-8.33%
<b>Total</b>	<b>\$178,465</b>	<b>\$157,750</b>	<b>\$157,930</b>	<b>\$159,870</b>	<b>1.34%</b>	<b>1.23%</b>
Employees FTE	2.63	2.63	2.63	2.63	-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Chris Swam, Media Production Coordinator (410) 386-2801**  
**Lynn Karr, Senior Budget Analyst (410) 386-2082**  
<http://ccgovernment.carr.org/ccg/avprod/default.asp>

- Environmental Advisory Council Meetings
- Weekly news programs, public service announcements and various special features

## Mission and Goals

The mission of Audio Video Production is to provide information to Carroll County citizens concerning the functions, activities and programs of Carroll County Government. Audio Video Production strives to expand and enhance the following:

- Public participation in the governmental process by broadcasting meetings, hearings and other governmental events; citizen awareness by creating and presenting programs; and communication between citizens and government officials
- Citizen access to County programs and services by providing information via cable television and Internet
- Emergency communications in the County

### Goals include:

- Broadcast live and repeat tapings of governmental boards and commissions, including public hearings, work sessions and other related governmental events
- Create and broadcast local origination and informational programming concerning governmental processes, modifications or expansion of government services and coverage of other special events
- Deliver announcements of an emergency nature affecting public health or safety in a timely manner

## Description

Audio Video Production creates content for Cable Channel 24 and web streaming, and provides media aid to all County departments. This includes coverage of special events, such as dedication ceremonies that mark the opening of new or renovated County facilities, the swearing in of a newly elected Board of County Commissioners, and any other applicable ceremony involving County officials. Additionally, the staff is responsible for the design, installation and technical maintenance of County audio/video equipment. A few examples of regular programs and broadcasts include:

- Board of County Commissioners open and work sessions
- Planning and Zoning Commission meetings

## Program Highlights

- In August 2015, Audio Video Production Department finished installation and design on the A/V Technology located at the Emergency Operations Center, avoiding the cost of installation by an outside vendor.
- Department began producing a weekly news program in high definition, highlighting the decisions and decision makers in Carroll County Government.
- Aided the Carroll County Times during the State of the County Address by creating a live web streaming link for the Times to add to their digital website.
- Provided the technology and plan for the Board of Education to broadcast their Public Hearings Live held at Winters Mill High School and Westminster High School by using the Public Schools fiber optic network.
- Carroll County Government's YouTube channel received 7,193 views.
- The Meeting Portal for Carroll County Government has received 22,658 visits to watch live or archived Board and Commission meetings.
- The County Government Access Comcast Channel 24 broadcast 411 programs in the past year, providing 4,344 hours of staff-created content programming.
- There were 2,265 bulletins created and aired on Comcast Channel 24.

## Budget Changes

- A 2.5% salary increase is included in FY 17.
- Capital decreases due to a computer purchase in FY 16.

## Positions

Title	Type	FTE
<i>Media Production Coordinator</i>	Full-time	1.00
<i>Media Technician</i>	Contractual	0.63
<i>Media Technician</i>	Full-time	1.00
<b>Total</b>		<b>2.63</b>

# Board of Elections

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$14,855	\$19,340	\$19,340	\$21,840	12.93%	12.93%
Benefits	1,129	1,480	1,480	1,670	12.84%	12.84%
Operating	770,434	1,021,690	1,021,690	1,009,520	-1.19%	-1.19%
Capital	325	300	300	300	0.00%	0.00%
<b>Total</b>	<b>\$786,743</b>	<b>\$1,042,810</b>	<b>\$1,042,810</b>	<b>\$1,033,330</b>	<b>-0.91%</b>	<b>-0.91%</b>
Employees FTE	0.09	0.09	0.60	0.25	-----	-----

Note: The 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**

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

<http://ccgovernments.carr.org/ccg/electionboard/Default.aspx>

## Mission and Goals

The Board of Elections is a team of professional employees whose primary mission is to hold successful Primary and General Elections for the citizens of Carroll County. The Board is conducting a series of voter education events and reaching out to citizens through social media and publications.

### 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 5 regular members which are appointed by the Governor for a four-year term. The Board implements several programs, which include: voter registration, absentee ballots, election judge hiring and training, petition management, election and results management, candidacy and campaign finance, precinct boundary and street file management, voting system and electronic pollbook maintenance, and storing and packing election judge supplies. All of these programs are critical to ensuring a successful election. As of January 31, 2016, there were 118,447 active voters in Carroll County.

## Program Highlights

Following is a history of voter activity:

	CY 12	CY 13	CY 14	CY 15
<b>Registrations</b>	10,277	6,287	5,839	6,866
<b>Address Changes</b>	15,362	9,004	7,678	6,491
<b>Name Changes</b>	3,745	2,246	2,532	2,138
<b>Deletions</b>	6,446	5,548	6,091	4,635
<b>Affiliation Changes</b>	2,630	2,630	3,494	2,086
<b>Total</b>	<b>38,460</b>	<b>25,715</b>	<b>25,634</b>	<b>22,216</b>

The State of Maryland is implementing a new optical scan voting system. Carroll County will pay a share of the implementation costs, which are expected to be approximately \$158,000 in FY 17, including \$64,000 in equipment lease costs which are budgeted in a separate capital project.

## Budget Changes

- Personnel and Benefits increase due to additional hours for the new optical scan voting system in FY 17.
- Operating decreases due to one-time costs in FY 16 associated with the new optical scan voting system.

## Positions

Title	Type	FTE
<i>Election Clerk</i>	Contractual	0.25
<b>Total</b>		<b>0.25</b>

# Board of License Commissioners

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$52,903	\$62,240	\$62,170	\$63,560	2.12%	2.24%
Benefits	31,792	15,980	15,970	16,140	1.00%	1.06%
Operating	5,243	7,330	7,330	7,330	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$89,938</b>	<b>\$85,550</b>	<b>\$85,470</b>	<b>\$87,030</b>	<b>1.73%</b>	<b>1.83%</b>
Employees FTE	1.55	1.38	1.38	1.38	-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

Jo Vance, Administrative Hearings Coordinator  
(410) 386-2094

Evan Cook, Budget Analyst (410) 386-2082

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

## Positions

Title	Type	FTE
Inspector	Contractual	0.38
Inspector	Full-time	1.00
<b>Total</b>		<b>1.38</b>

## Mission and Goals

To assure compliance with the regulations of Article 2B, the Laws and Regulations of the State of Maryland for the sale of alcoholic beverages and tobacco tax.

## Description

The Board of License Commissioners is a three-member board mandated by State law. They are appointed by the Carroll County Commissioners to accept, hear and approve applications for County liquor licenses. The Board is responsible for the annual renewal of all existing liquor licenses, issuance of special and temporary liquor licenses and the enforcement of the State alcoholic beverage laws. The Board consists of a Chairman and two members who sit as administrative judges, meeting one day each month to hear requests for applications and cases on violations that have been filed. The three Board members are appointed by 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 11	FY 12	FY 13	FY 14	FY 15
\$214,426	\$208,787	\$216,212	\$201,549	\$198,754

## Budget Changes

A 2.5% salary increase is included in FY 17.

# County Commissioners

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$581,830	\$766,130	\$718,520	\$728,790	-4.87%	1.43%
Benefits	288,631	165,470	161,830	170,630	3.12%	5.44%
Operating	57,648	69,960	69,960	69,910	-0.07%	-0.07%
Capital	0	500	500	500	0.00%	0.00%
<b>Total</b>	<b>\$928,109</b>	<b>\$1,002,060</b>	<b>\$950,810</b>	<b>\$969,830</b>	<b>-3.22%</b>	<b>2.00%</b>
Employees FTE	14.88	14.88	14.88	14.88	-----	-----

Note: FY 15 Actuals include a health and fringe allocation and other operating expenditures. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Roberta Windham, County Administrator (410) 386-2043**  
**Evan Cook, Budget Analyst (410) 386-2082**

<http://ccgoverment.carr.org/ccg/commiss/>

## Program Highlights

Beginning in FY 11, there are five Commissioners elected by district. These election districts can be viewed at:  
<http://ccgoverment.carr.org/ccg/topics/redist-blue/comm-district-map.pdf>

## Mission and Goals

The mission of the Board of County Commissioners is to ensure Carroll County government provides effective and efficient service to its citizens in a courteous and friendly manner. We conduct business openly and encourage all residents to play an active role in creating and keeping Carroll County a great place to live, a great place to work, and a great place to play.

## Ten Governing Principles

The Board of Commissioners established principles that will guide their Administration. Click on the link below to get a full explanation of the principles.

<http://ccgoverment.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

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to reorganization and employee turnover.
- A 2.5% salary increase is included in FY 17.
- Benefits increase due to OPEB allocations.

## Positions

Title	Type	FTE
<i>Administrative Coordinator</i>	Full-time	4.00
<i>Administrative Support</i>	Contractual	1.50
<i>County Administrator</i>	Full-time	1.00
<i>County Commissioner</i>	By-law	5.00
<i>Professional</i>	Contractual	2.38
<i>Project Analyst</i>	Full-time	1.00
<b>Total</b>		<b>14.88</b>

## 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.

*Conservation and Natural  
Resources Appropriations*

# Conservation and Natural Resources Summary

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	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Extension Office of Carroll County	\$463,870	\$473,110	\$473,110	\$474,430	0.28%	0.28%
Gypsy Moth	8,250	30,000	30,000	30,000	0.00%	0.00%
Soil Conservation District	486,383	399,970	404,290	417,410	4.36%	3.25%
Weed Control	44,538	40,000	40,000	41,000	2.50%	2.50%
<b>Total Conservation and Natural Resources</b>	<b>\$1,003,041</b>	<b>\$943,080</b>	<b>\$947,400</b>	<b>\$962,840</b>	<b>2.10%</b>	<b>1.63%</b>

## 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

- With 79 projects completed, the Carroll County Soil Conservation District had more Maryland Agricultural Water Quality Cost-Share (MACS) Program projects completed in FY 15 than any other County. The next closest County was Frederick with 31.
- 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 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	463,870	473,110	473,110	474,430	0.28%	0.28%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$463,870</b>	<b>\$473,110</b>	<b>\$473,110</b>	<b>\$474,430</b>	<b>0.28%</b>	<b>0.28%</b>
<b>Employees FTE</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Jeff Meyers, Area Extension Director (410) 386-2760  
 Cheryl Hill, Business Services Specialist (410) 386-2760  
 Sheree Lima, Management and Budget Project Coordinator  
 (410) 386-2082  
<http://extension.umd.edu/carroll-county>

## Mission and Goals

Enhance the quality of life for people and communities by disseminating unbiased research-based educational information.

## Description

University of Maryland Extension (UME) is a statewide, non-formal education system within the college of Agriculture and Natural Resources and the University of Maryland Eastern Shore. UME educational programs and problem-solving assistance are available to citizens and are based on the research and experience of land grant universities such as the University of Maryland, College Park. The County funds approximately 45% of the cost of operations.

There are seven 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, one Clerk Typist, and an Information Technology Assistant who provide the administrative support for the office. An Area Extension Director provides administrative oversight and direction for the Carroll, Frederick, and Howard County offices, and approximately 35% of the Director's time is based in Carroll County.

UME provides solutions in the community by providing timely, research-based information through educational programs and materials in the following areas:

Agricultural 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 15:

- The 4-H Youth Development Educators supported 35 community-based 4-H Clubs with 794 youth enrolled and tied with Montgomery County for the largest 4-H community club program in Maryland.
- The Agriculture Agent provided 1,641 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 1,150 contacts.
- The Nutrition Educator provided 13,389 educational contacts in the community to assist individuals and families with making healthy food and lifestyle choices.
- The Home Horticulture Educator provided 12,800 educational contacts on home and garden topics; over 8,600 contacts were provided by Master Gardener volunteers.
- The Nutrient Management Advisor had 350 contacts with producers to discuss new Maryland Department of Agriculture regulations and prepared nutrient management plans for 16,460 acres of Carroll County agricultural land.

# Gypsy Moth

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	8,250	30,000	30,000	30,000	0.00%	0.00%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$8,250</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>\$30,000</b>	<b>0.00%</b>	<b>0.00%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Bob Tatman, Program Manager**

**Maryland Department of Agriculture (301) 662-2074**

**Sheree Lima, Management and Budget Project Analyst**

**(410) 386-2082**

[http://mda.maryland.gov/plants-pests/Pages/gypsy\\_moth\\_program.aspx](http://mda.maryland.gov/plants-pests/Pages/gypsy_moth_program.aspx)

## Program Highlights

In FY 16 FPM plans to:

- Conduct more than 500 gypsy moth egg mass surveys on private, State and County lands.
- Place and monitor traps to check for the presence of Sirex wood wasp and walnut twig beetle.

## Mission and Goals

To serve the citizens of Maryland by protecting forest resources from insects and diseases, both native and invasive, through environmentally and economically sound pest management.

### Goals include:

- Protect high-value forest and landscape trees in urban and rural areas from losses due to insects and disease
- Provide pest identification and pest-management advice to County and private forest owners and managers, in a timely manner, in order to prevent the loss of affected forest and landscape tree resources and to avoid unnecessary costs associated with their protection
- Successfully complete gypsy moth pest-management activities where economically and environmentally feasible

## Description

The Forest Pest Management Section (FPM), part of the Maryland Department of Agriculture, conducts several activities to monitor, assess and control tree disease or insect infestations that affect the health of Maryland forests. FPM provides advice on forest insects and diseases and manages Gypsy Moth and Hemlock Woolly Adelgid infestations in forest habitats.

The Gypsy Moth program has proactively conducted a cooperative suppression program since 1982. FPM employs three Entomologist and six Inspectors, plus a Program Manager and Administrative Officer II. There are three field offices throughout the State.

Surveys typically take place each fall followed by spraying in the spring. Spraying historically generates and drives the bulk of expenses in this budget.

# Soil Conservation District

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$246,396	\$257,480	\$261,490	\$268,020	4.09%	2.50%
Benefits	179,341	79,440	79,750	86,990	9.50%	9.08%
Operating	60,646	63,050	63,050	62,400	-1.03%	-1.03%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$486,383</b>	<b>\$399,970</b>	<b>\$404,290</b>	<b>\$417,410</b>	<b>4.36%</b>	<b>3.25%</b>
Employees FTE	6.00	5.63	5.63	5.63	-----	-----

Note: FY 15 Actuals include a health and fringe allocation. The Adjusted Budget includes budget changes made during the year. Ongoing mid-year changes have been annualized for comparison purposes.

## Contact

**Charles E. Null, Jr., Carroll Soil Conservation District  
Manager (410) 848-8200 Extension 3**

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

<http://www.carrollsoil.com/>

## Mission and Goals

The mission of the Carroll County Soil Conservation District (CCSCD) is to promote natural resource conservation to all citizens through leadership, education, funding and technical assistance.

### Goals include:

Continued implementation and fulfillment of the following agreements laws, ordinances, and regulations:

- The Soil Conservation District Law
- The 1984 Reservoir Watershed Management Agreement
- The Memorandums of Understanding with Carroll County Government and the Maryland Department of Agriculture
- Various State and Federal Cost Share Programs
- Maryland Agricultural Land Preservation and Rural Legacy Programs
- Maryland Pond Law
- Maryland Soil Erosion Control Regulations
- Grading and Sediment Control Ordinances of Carroll

## Description

The CCSCD is located at the Carroll County Commerce Center, 698 J Corporate Center Court, Westminster, MD. It is a political subdivision of the State that is governed by a Board of Supervisors, and was originally created by referendum in 1944. The CCSCD is one of 24 members of the Maryland Association of Soil Conservation Districts (MASCSD), which serves as the voice for the soil and water conservation districts and State legislative issues.

The district represents local concerns, problems, policies and procedures in the conservation of soil, water, and related natural resources.

Accordingly, the district has the duty of assisting in the prevention and control of soil erosion, sediment control, and the proper use of land.

## Program Highlights

- In FY 15, farmers in Carroll County completed 79 soil conservation capital projects, with assistance of \$756,690 from the Maryland Agricultural Water Quality Cost-Share Programs (MACS). Carroll's 79 projects were by far the most completed in the State as the next closest was Frederick County with 31.
- In 2014 - 2015, Carroll farmers entered into 126 contracts to cover 25,700 acres through the Winter Cover Crop Program.

## Budget Changes

- A 2.5% salary increase is included in FY 17.
- Benefits increase due to retirement cost.

## Positions

Title	Type	FTE
<i>Secretary</i>	Part-time	0.63
<i>Soil Conservation Grants Coord.</i>	Full-time	1.00
<i>Soil Conservation Planner</i>	Full-time	3.00
<i>Soil Conservation Technician</i>	Full-time	1.00
<b>Total</b>		<b>5.63</b>

While the County funds the salaries and benefits of six employees, the District is a separate governmental partner that hires and supervises its own staff. There are Federal and State employees within the CCSCD but they do not receive County funding.

# Weed Control

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$260	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	44,278	40,000	40,000	41,000	2.50%	2.50%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$44,538</b>	<b>\$40,000</b>	<b>\$40,000</b>	<b>\$41,000</b>	<b>2.50%</b>	<b>2.50%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Peter Rupp, Maryland Weed Control Specialist**

**(301) 600-1586**

**Sheree Lima, Management and Budget Project Analyst**

**(410) 386-2082**

[http://mda.maryland.gov/plants-pests/Pages/noxious\\_weeds\\_in\\_md.aspx](http://mda.maryland.gov/plants-pests/Pages/noxious_weeds_in_md.aspx)

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.

## Mission and Goals

The mission of the Carroll County Weed Control Program is to assist farmers and other landowners in the reduction and control of noxious weeds on their properties.

### Goals include:

- Educate the public about noxious weeds, the environmental importance of the control, and the economic impact they can have on agriculture
- Respond to public inquiries and complaints regarding noxious weed infestations
- Advise and assist landowners in the development of a control and eradication program to enable them to comply with the Maryland Noxious Weed Law
- Provide spray services to landowners for noxious weed control
- Assist the County Roads Department with the control and eradication of noxious weeds on County right-of-ways and County property
- Assist land owners with the control and eradication of noxious weeds in cooperation with the Natural Resources Conservation Service

## Program Highlights

- During the 2015 growing season, the noxious weed spray program generated \$2,950 in revenues from private properties and \$48,120 in revenues from other State and County agencies.
- In 2015, spraying to reduce noxious weed infestations on County roads and County properties alone was valued at approximately \$16,110.
- Over 500 on-site inspections were made to identify weed infestations and to determine appropriate control methods and techniques, resulting in the mowing of approximately 650 acres to control noxious weeds.

## Budget Changes

Operating increases due to spraying of noxious weeds. This is offset by an increase in revenue.

## 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.

*Debt, Transfers, and Reserves  
Appropriations*

# Debt, Transfers and Reserves Summary

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	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Debt Service	\$26,482,418	\$27,060,580	\$27,060,580	\$27,395,710	1.24%	1.24%
Debt Service - Ag. Pres.	1,721,438	2,075,890	2,075,890	1,772,200	-14.63%	-14.63%
Intergovernmental Transfers	2,975,722	3,079,160	3,079,160	3,139,450	1.96%	1.96%
Interfund Transfers	7,463,620	9,755,500	9,755,500	7,785,120	-20.20%	-20.20%
Reserve for Contingencies	0	3,975,360	3,975,360	4,262,500	7.22%	7.22%
<b>Total Debt, Transfer and Reserves</b>	<b>\$38,643,198</b>	<b>\$45,946,490</b>	<b>\$45,946,490</b>	<b>\$44,354,980</b>	<b>-3.46%</b>	<b>-3.46%</b>

## Highlights, Changes, and Useful Information

The budgets in Debt, Transfers, and Reserves are a functional grouping for presentation purposes.

### Budget Changes

- Debt Service increases slightly due to bonds sold for capital projects.
- Agricultural Land Preservation Debt Service decreases due to lower than planned Installment Purchase Agreement easement transactions in FY 16.
- Intergovernmental Transfers increases due to State Aid for Fire Protection, which is offset in another budget, as well as increased payments to Towns based on the Town Program formula.
- Interfund Transfers decreases due to a transfer of funds to establish the Risk Management Workers Compensation Internal Service Fund in FY 16.
- Reserve for Contingencies increases due to the 0.5% difference between the 2.5% salary increase planned and the 3.0% included in the Proposed Budget.

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# Debt Service

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	26,482,418	27,060,580	27,060,580	27,395,710	1.24%	1.24%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	26,482,418	27,060,580	27,060,580	27,395,710	1.24%	1.24%
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.

Due to its strong credit rating, the County was able to issue \$37,185,000 in new bonds in FY 16. The issue consists of \$28,000,000 in new debt and \$9,185,000 in refunded debt. The issue has a 20-year repayment schedule at 2.63%. In FY 17, it is anticipated that \$25 million in new bonds will be issued.

The primary uses of bonding are road construction, water resources, and school projects.

# Ag Land Preservation Debt Service

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	1,721,438	2,075,890	2,075,890	1,772,200	-14.63%	-14.63%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	1,721,438	2,075,890	2,075,890	1,772,200	-14.63%	-14.63%
<b>Employees FTE</b>	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Thomas Devillbiss, Director of Land and Resource Management  
 Sheree Lima, Management and Budget Project Coordinator  
 (410) 386-2082

## Description

The funding in this budget is for debt service the County pays on Installment Purchase Agreements (IPA) for the Agricultural Land Preservation Program. The budget is determined by a combination of known debt service and estimated IPA's for the upcoming fiscal year. Typically, a land owner is offered 40% of Fair Market Value for the agricultural easement and the County pays 5.0% annual interest for 20 years on the easement value.

## Budget Changes

Agricultural Land Preservation Debt Service decreases in FY 17 due to fewer Installment Purchase Agreement easement transactions in FY 16.



# Intergovernmental Transfers

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	2,975,722	3,079,160	3,079,160	3,139,450	1.96%	1.96%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	2,975,722	3,079,160	3,079,160	3,139,450	1.96%	1.96%
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

**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 then sends the collections to municipalities. The County also shares County revenue with the municipalities through the Town Program funding. Brief descriptions of these revenues follow:

- **Bank Shares Tax**  
This revenue replaced the municipal share of a discontinued State tax.
- **Local Permits**  
As a service to the towns, the County collects fees for permits issued inside town boundaries.
- **Local Liquor License**  
As a service to the towns, the County collects liquor license fees inside town boundaries.
- **Road Grant**  
The State allocates funds to the County to replace Federal road funding. The municipalities receive 20% of the total allocation and individual town distributions are based on road mileage within their jurisdiction.
- **State Aid 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

- Operating increases due to the Town Program formula and an increase in State Aid for Fire Protection, which is offset by an increase in General Fund revenues.
- The Town Program is formula driven based on town populations and the inflation rate.

# Interfund Transfers

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	7,463,620	9,755,500	9,755,500	7,785,120	-20.20%	-20.20%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	7,463,620	9,755,500	9,755,500	7,785,120	-20.20%	-20.20%
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Ted Zaleski, Director of Management and Budget**  
**(410) 386-2082**

## Budget Changes

Operating decreases due to a transfer of funds to establish the Risk Management Workers Compensation Internal Service Fund in FY 16.

## Description

This budget includes transfers from the General Fund to the Capital, Grant, and Enterprise Funds.

Transfer to Capital moves operating funds to the Community Investment Plan for paygo funding.

The expenditures from the General Fund to the Grant Fund can be voluntary contributions by the Commissioners to support State and Federal grant programs or the contribution may be a requirement of the State or Federal program.

Enterprise funds are funded primarily by collections of fees for services provided.

Included in the interfund transfer:

Aging Grants	\$96,750
Carroll Community College – Adult Basic Ed.	300,000
Circuit Court Grants	117,890
Health Department Grant	4,000
Housing Grants	28,000
Local Management Board Grants	57,000
Public Works – Transit Grants	1,177,000
Recreation Grants	8,100
Sheriff Services Grants	55,620
Solid Waste Enterprise Fund – Operating	2,415,000
State’s Attorney Office Grant	57,600
Transfer to Capital	3,136,950
Utilities Enterprise Fund – Operating	204,490
Transfer to Risk Workers Compensation Internal Service Fund	196,114

# Reserve for Contingencies

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	0	3,975,360	3,975,360	4,262,500	7.22%	7.22%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	0	3,975,360	3,975,360	4,262,500	7.22%	7.22%
<b>Employees FTE</b>	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Ted Zaleski, Director of Management and Budget**  
**(410) 386-2082**

## Description

The Reserve for Contingencies provides funds for emergency and unforeseeable expenses. It is difficult to determine how much will actually be needed in a given year. Examples of expenses that could be covered by the reserve are:

- Snow removal costs in excess of the snow removal budget
- Newly mandated Federal or State programs
- Unforeseen disruptions to critical County facilities and systems

Funds are moved from the Reserve to the appropriate budget with the approval of the Board of County Commissioners in response to a specific problem or opportunity.

## Budget Changes

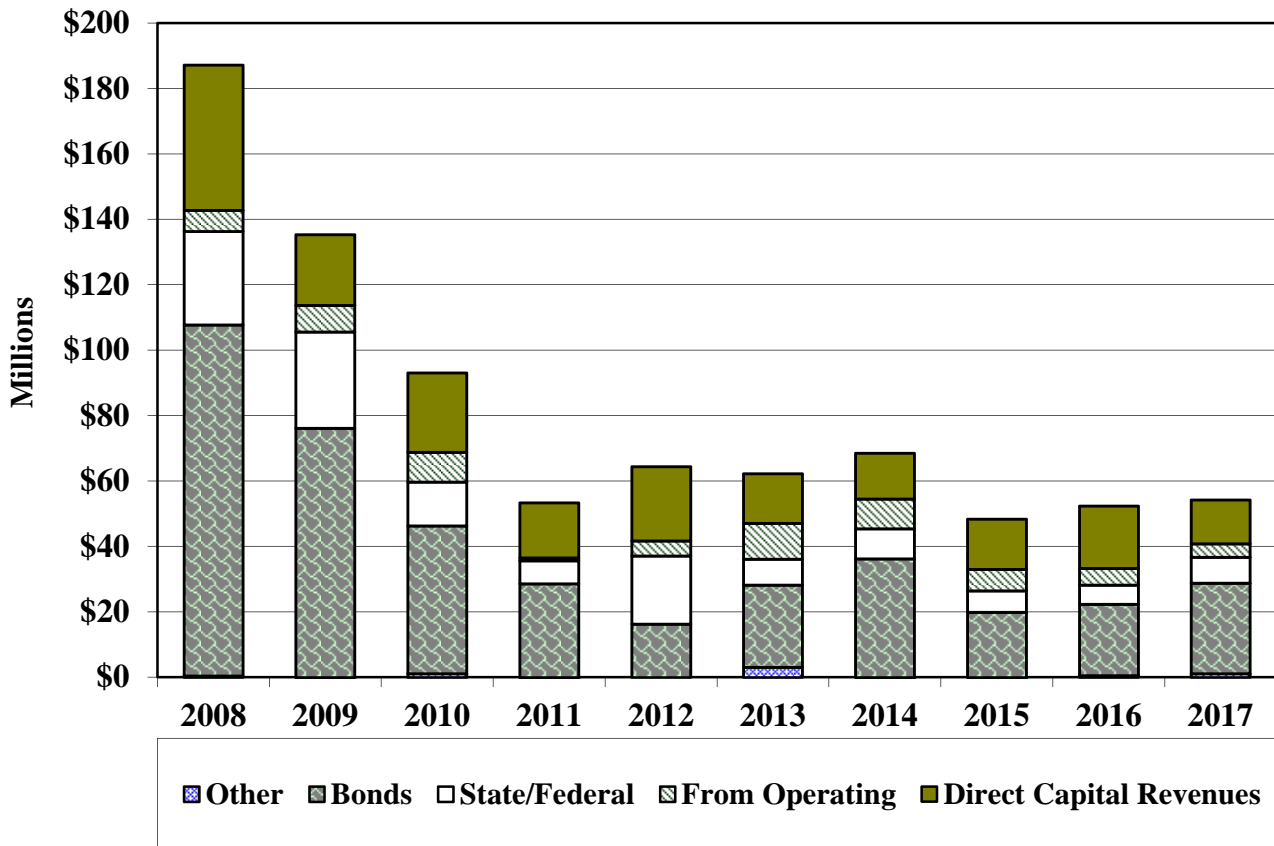
- The Reserve for Contingencies is generally set at 1% of General Fund revenues.
- Operating increases due to the 0.5% difference between the 2.5% salary increase planned and the 3.0% included in the Proposed Budget.

*Capital Fund*

# FY 15 - FY 17 Capital Fund Revenues

Revenue Source	Fiscal Year			\$ Change FY 16 to FY 17
	2015 Budget	2016 Budget	2017 Budget	
<b>Local</b>				
Transfer from General Fund	\$5,670,887	\$3,136,950	\$3,067,556	(\$69,394)
Local Income Tax	13,488,119	12,568,090	12,413,410	(154,680)
Property Tax	0	727,220	806,500	79,280
Bonds	9,672,746	15,898,480	27,464,604	11,566,124
Non-Cash Notes	0	4,536,851	0	(4,536,851)
Reallocated Bonds	10,131,050	5,900,712	177,642	(5,723,070)
Reallocated General Fund Transfer	936,004	1,932,965	1,024,617	(908,348)
Land Sales	225,000	336,919	0	(336,919)
Reallocated Property Tax	1,223,171	38,126	0	(38,126)
Impact Fee - Parks	318,000	450,000	160,670	(289,330)
Ag Transfer Tax	30,000	425,000	30,000	(395,000)
<b>LOCAL TOTAL</b>	<b>\$41,694,977</b>	<b>\$45,951,313</b>	<b>\$45,144,999</b>	<b>(\$806,314)</b>
<b>State</b>				
Highway Administration	\$192,700	\$176,000	\$176,000	\$0
School Construction	3,915,000	2,276,000	6,190,695	3,914,695
Agriculture Preservation (MALPF)	1,250,000	500,000	0	(500,000)
Highway User Revenue	1,050,000	1,206,008	1,110,000	(96,008)
Program Open Space	91,800	1,598,150	506,365	(1,091,785)
<b>STATE TOTAL</b>	<b>\$6,499,500</b>	<b>\$5,756,158</b>	<b>\$7,983,060</b>	<b>\$2,226,902</b>
<b>Federal</b>				
Federal Highway/Bridge	\$0	\$160,000	\$0	(\$160,000)
<b>FEDERAL TOTAL</b>	<b>\$0</b>	<b>\$160,000</b>	<b>\$0</b>	<b>(\$160,000)</b>
<b>Other</b>				
Municipal	\$0	\$516,000	\$871,000	\$355,000
Grants	16,000	0	255,565	255,565
Reallocated Developer Contribution	100,000	0	0	0
<b>OTHER TOTAL</b>	<b>\$116,000</b>	<b>\$516,000</b>	<b>\$1,126,565</b>	<b>\$610,565</b>
<b>TOTAL REVENUES</b>	<b>\$48,310,477</b>	<b>\$52,383,471</b>	<b>\$54,254,624</b>	<b>\$1,871,153</b>

# Capital Fund Revenues



This chart shows the capital budget by revenue source for FY 08 - 17.

**From Operating** includes current and prior year revenues from local sources transferred to the Capital Fund, including transfers from the General Fund and reallocated General Fund transfers.

**State and Federal** includes funds from sources such as the State School Construction Program, Program Open Space, Highway User Revenue, Rural Legacy Grants, State Agricultural Preservation (MALPF), and State Highway Administration.

**Bonds** include new and reallocated general obligation bonds.

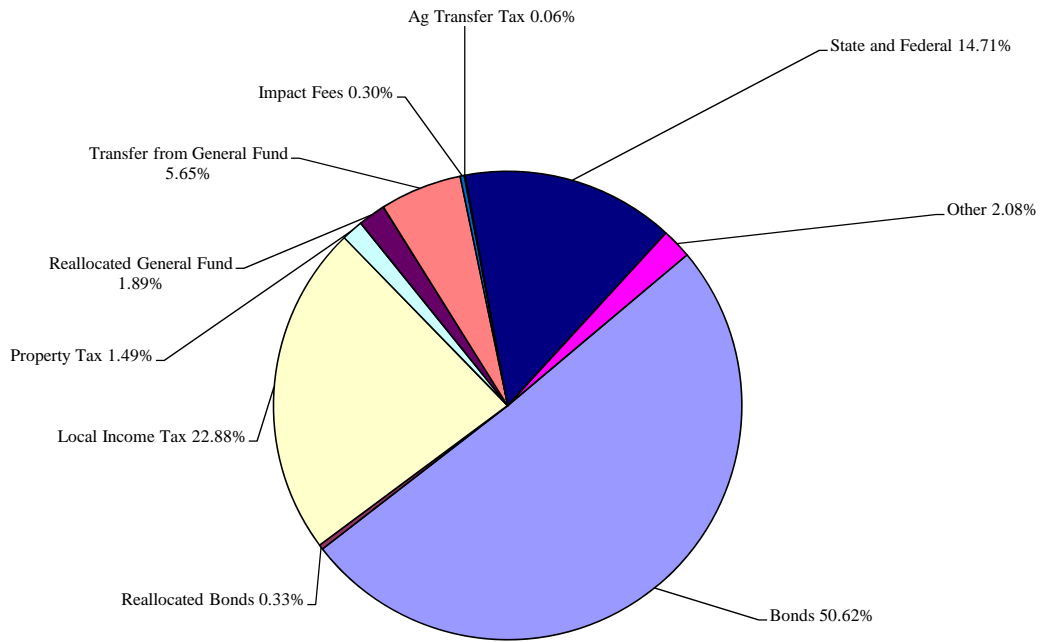
**Direct Capital Revenues** include funds earmarked by the Commissioners for use in the Capital Fund. These revenues are appropriated directly to the Capital Fund rather than being transferred from the General Fund. While generally 9.09%, in FY 17, 7.1% of Local Income Tax collected is appropriated for school construction. Approximately 2.25% of Real Property Tax is dedicated to agricultural preservation. In FY 08, an additional \$19 million in Real Property Tax was appropriated directly to the Capital Fund.

**Other** consists of revenues such as grants, developer contributions, and private, municipal, and community contributions.

# Capital Fund Revenues

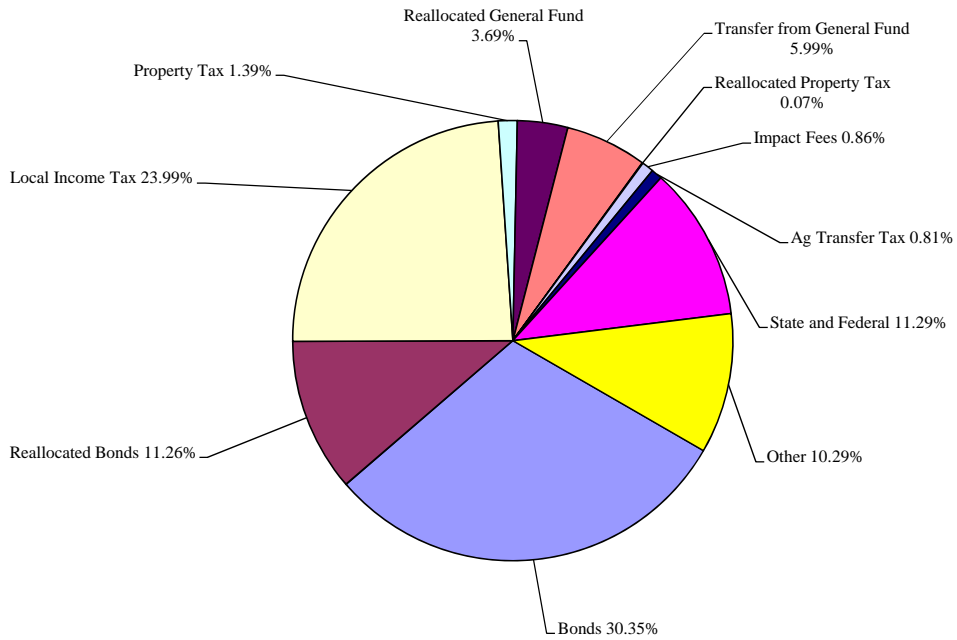
Fiscal Year 2017 Budget

\$54,254,624



Fiscal Year 2016 Budget

\$52,383,471



# FY 15 - FY 17 Capital Fund Appropriations

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Appropriation Area	Fiscal Year			\$ Change FY 16 to FY 17
	2015 Budget	2016 Budget	2017 Budget	
Public Schools	\$20,886,119	\$17,338,090	\$24,199,860	\$6,861,770
Conservation and Open Space	7,921,300	8,256,520	7,765,708	(490,812)
Public Works	14,744,200	13,412,545	13,393,456	(19,089)
Culture and Recreation	762,600	2,307,793	1,711,400	(596,393)
General Government	3,996,258	11,068,523	7,184,200	(3,884,323)
<b>Total Appropriations</b>	<b>\$48,310,477</b>	<b>\$52,383,471</b>	<b>\$54,254,624</b>	<b>\$1,871,153</b>

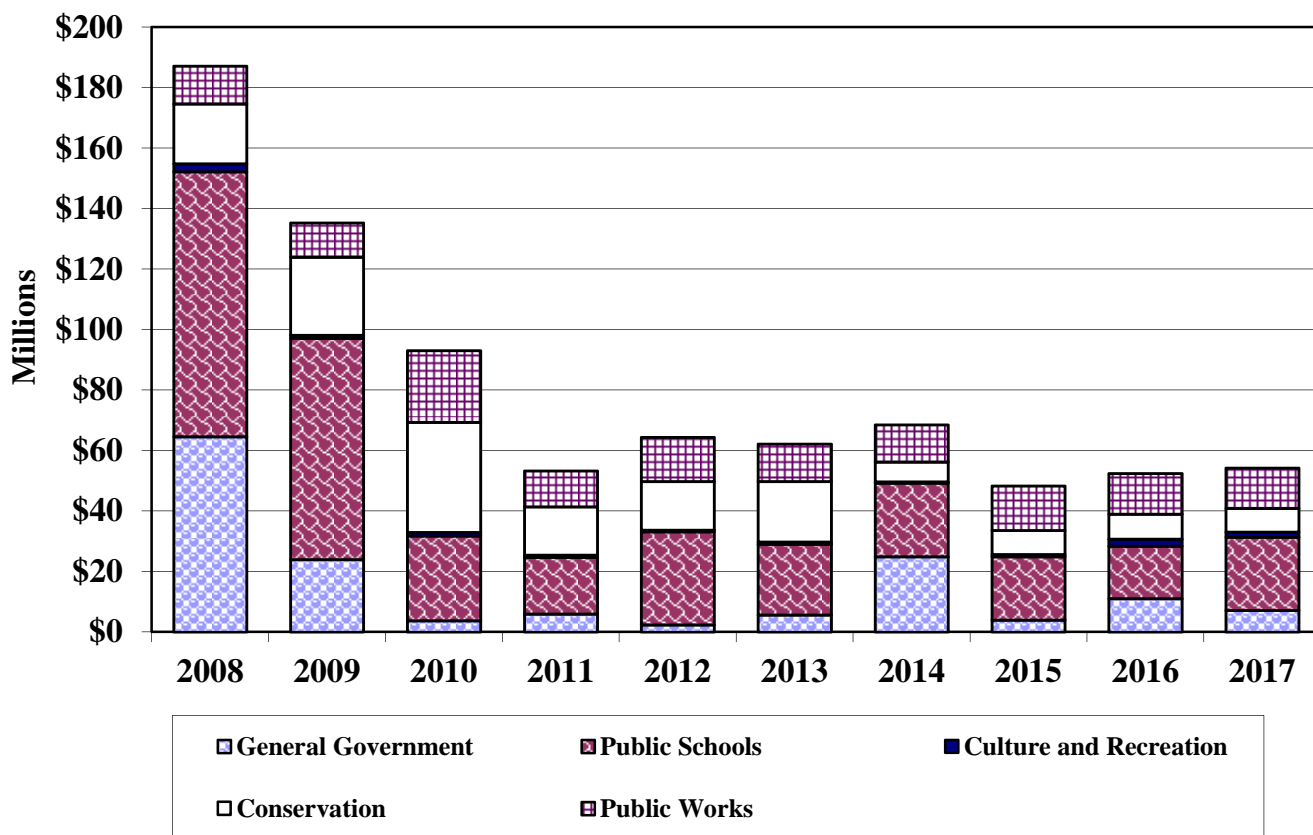


## FY 15 - FY 17 Capital Fund Appropriations

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Appropriation Area	Fiscal Year			\$ Change FY 16 to FY 17
	2015 Budget	2016 Budget	2017 Budget	
<b><u>Public Schools</u></b>	<b>\$20,886,119</b>	<b>\$17,338,090</b>	<b>\$24,199,860</b>	<b>\$6,861,770</b>
<b><u>Conservation and Open Space</u></b>	<b>\$7,921,300</b>	<b>\$8,256,520</b>	<b>\$7,765,708</b>	<b>(\$490,812)</b>
<b><u>Public Works</u></b>				
Roads	\$14,465,000	\$12,670,245	\$13,102,256	\$432,011
Bridges	279,200	742,300	291,200	(451,100)
<b>Public Works Total</b>	<b>\$14,744,200</b>	<b>\$13,412,545</b>	<b>\$13,393,456</b>	<b>(\$19,089)</b>
<b><u>Culture and Recreation</u></b>	<b>\$762,600</b>	<b>\$2,307,793</b>	<b>\$1,711,400</b>	<b>(\$596,393)</b>
<b><u>General Government</u></b>				
County Facilities	\$3,005,458	\$8,418,523	\$2,184,800	(\$6,233,723)
Criminal Justice/Public Safety	0	2,060,000	4,499,400	2,439,400
Carroll Community College	820,000	300,000	100,000	(200,000)
Libraries/Senior Centers	170,800	290,000	400,000	110,000
<b>General Government Total</b>	<b>\$3,996,258</b>	<b>\$11,068,523</b>	<b>\$7,184,200</b>	<b>(\$3,884,323)</b>
<b><u>Total Appropriations</u></b>	<b>\$48,310,477</b>	<b>\$52,383,471</b>	<b>\$54,254,624</b>	<b>\$1,871,153</b>

# Capital Fund Appropriations



This chart shows appropriations to the five principal aggregations in the Capital Budget for FY 08 - 17.

**Public Schools** includes school construction, renovation, and modernization projects.

**Conservation** includes agricultural preservation and easement programs, NPDES compliance projects, water development, and acquisition of property for other County uses, which may include future roadway easements and public facilities.

**Public Works** includes projects for the maintenance and construction of roads and bridges.

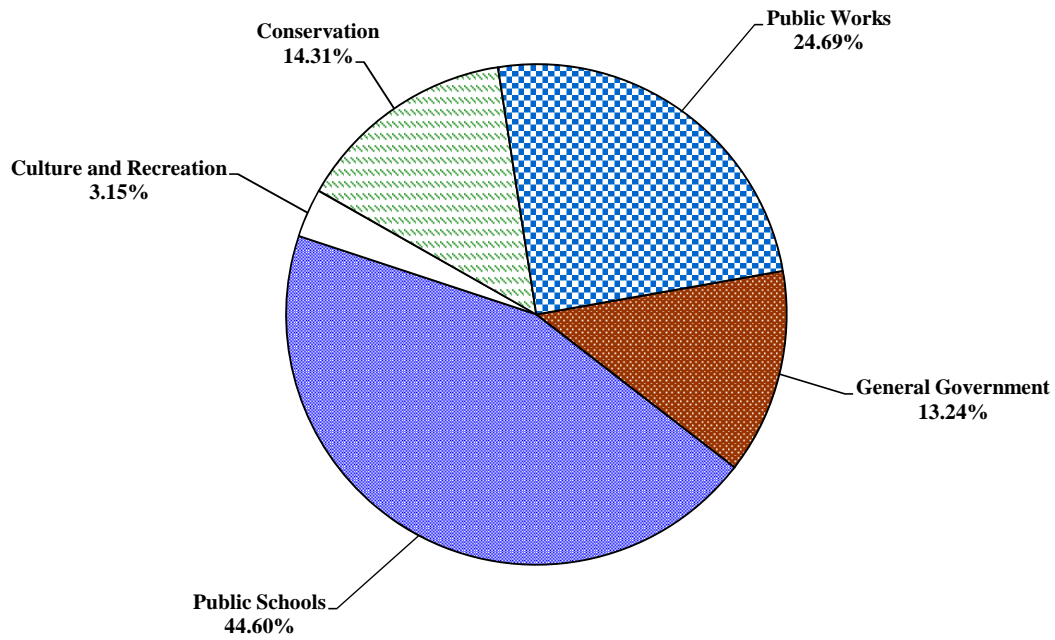
**Culture and Recreation** includes the purchase of land for parks, development of parks, ballfields, trails, Self-Help projects, park restoration and Union Mills Homestead.

**General Government** includes County buildings, Public Safety, Community College, County Technology and Carroll County Public Library projects.

# Capital Fund Appropriations

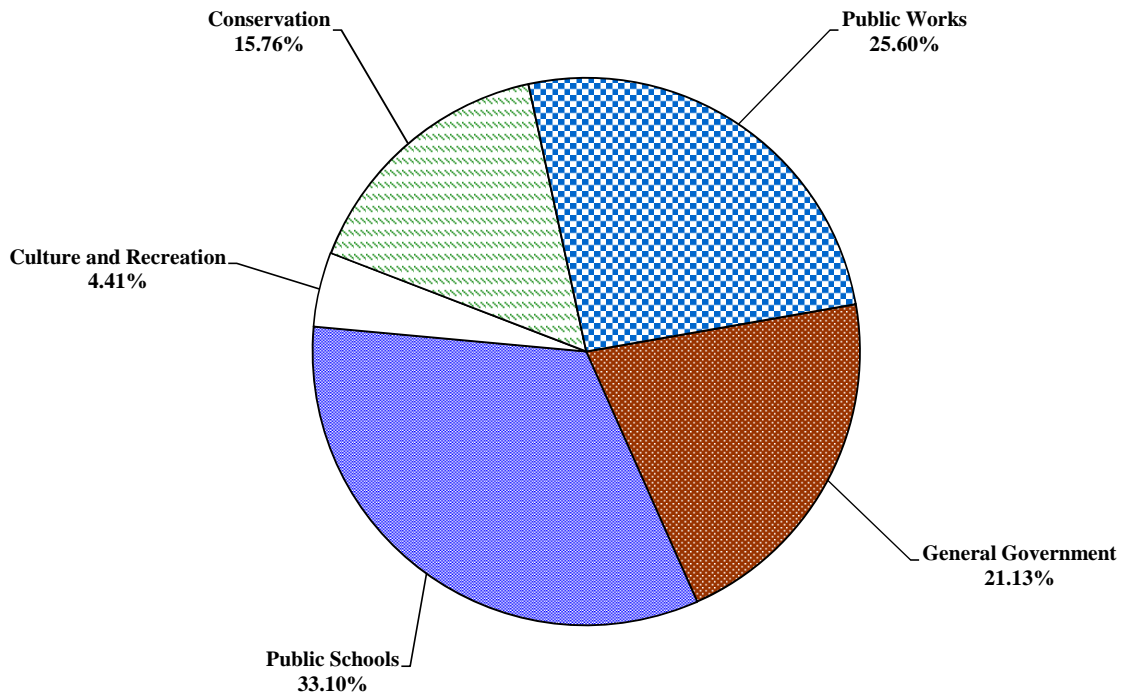
Fiscal Year 2017 Budget

\$54,254,624



Fiscal Year 2016 Budget

\$52,383,471



**COMMUNITY INVESTMENT PLAN - Schedule of Reappropriations  
Fiscal Year 2017**

Reappropriations may occur when there are unspent budgeted funds from a completed or cancelled project or when there is an unallocated project that holds funds for a future use.

**Capital Fund**

From	Project	To	Amount/Source		
			Current	Bonds	Other
8508 Road Improvements - Challedon Circle	8624 FY 17 Pavement Management Program			\$56,024.43	
8440 Pavement Management Program	8624 FY 17 Pavement Management Program		\$400,000.00		
8474 Pavement Management Program	8624 FY 17 Pavement Management Program		529,617.49		
8510 Union Mills Additional Restroom	8632 Union Mills Main House Renovations		70,000.00		
9736 Town Fund	9139 Rec and Park Unallocated		25,000.00		
8295 Stormwater Facility Reconstruction	9920 Watershed Assesment and Improvements			121,617.73	
	Total		\$1,024,617.49	\$177,642.16	\$0.00

COMMUNITY INVESTMENT PLAN FOR FISCAL YEAR 2017

	Total 2017	Source of Funding			
		Other	Local Bonds	State	Federal and Other
<b>PUBLIC SCHOOLS</b>					
Career and Technology Center	\$100,000	\$100,000	\$0	\$0	\$0
Francis Scott Key High Roof Replacement	3,818,000	0	1,844,000	1,974,000	0
Friendship Valley Elementary Roof Replacement	112,000	0	112,000	0	0
Paving	500,000	500,000	0	0	0
Piney Ridge Elementary Roof Replacement	79,000	0	79,000	0	0
Relocatable Classroom Removal	165,000	165,000	0	0	0
South Carroll High Roof Replacement	3,999,450	0	1,779,755	2,219,695	0
Transfer to Operating Budget for BOE Debt Service	11,588,410	11,588,410	0	0	0
Westminster High Electrical Equipment Replacement	60,000	60,000	0	0	0
Westminster High Roof Replacement	3,778,000	0	1,781,000	1,997,000	0
<b>PUBLIC SCHOOLS TOTAL</b>	<b>\$24,199,860</b>	<b>\$12,413,410</b>	<b>\$5,595,755</b>	<b>\$6,190,695</b>	<b>\$0</b>
<b>CONSERVATION AND OPEN SPACE</b>					
Agricultural Land Preservation	\$2,169,800	\$836,500	\$1,333,300	\$0	\$0
Environmental Compliance	75,000	37,500	37,500	0	0
Stormwater Facility Renovation	331,500	0	331,500	0	0
Watershed Assessment and Improvement (NPDES)	5,189,408	0	4,318,408	0	871,000
<b>CONSERVATION AND OPEN SPACE TOTAL</b>	<b>\$7,765,708</b>	<b>\$874,000</b>	<b>\$6,020,708</b>	<b>\$0</b>	<b>\$871,000</b>
<b>PUBLIC WORKS</b>					
- ROADS -					
Highway Safety Improvements	\$30,000	\$0	\$0	\$30,000	\$0
Johnsville Road Sidewalk	290,256	34,691	0	255,565	0
Market Street Extended	63,000	0	63,000	0	0
Pavement Management Program	11,180,000	929,617	10,074,383	176,000	0
Pavement Preservation	1,080,000	0	0	1,080,000	0
Ramp and Sidewalk Upgrades	75,000	0	75,000	0	0
Small Drainage Structures	84,000	0	84,000	0	0
Storm Drain Rehabilitation	200,000	200,000	0	0	0
Transportation/State Projects	100,000	100,000	0	0	0
	<b>\$13,102,256</b>	<b>\$1,264,308</b>	<b>\$10,296,383</b>	<b>\$1,541,565</b>	<b>\$0</b>
- BRIDGES -					
Bridge Inspection and Inventory	\$38,000	\$38,000	\$0	\$0	\$0
Bridge Maintenance and Structural Repairs	53,200	53,200	0	0	0
Hollingsworth Road over Unnamed Tributary	200,000	0	200,000	0	0
	<b>\$291,200</b>	<b>\$91,200</b>	<b>\$200,000</b>	<b>\$0</b>	<b>\$0</b>
<b>PUBLIC WORKS TOTAL</b>	<b>\$13,393,456</b>	<b>\$1,355,508</b>	<b>\$10,496,383</b>	<b>\$1,541,565</b>	<b>\$0</b>
<b>CULTURE AND RECREATION</b>					
Community Self-Help Projects	\$74,000	\$74,000	\$0	\$0	\$0
Bear Branch Tot Lot	116,700	10,670	0	106,030	0
Deer Park and Sandymount Court Resurfacings	223,150	22,315	0	200,835	0
Mayeski Park Entrance Road Overlay	90,000	90,000	0	0	0
Park Restoration	309,600	309,600	0	0	0
Recreation and Parks Unallocated	25,000	25,000	0	0	0
Tot Lot Replacement	55,000	5,500	0	49,500	0
Town Fund	7,950	7,950	0	0	0
Union Mills Main House Renovations	510,000	180,000	330,000	0	0
Westminster Veterans Memorial Park	300,000	150,000	0	150,000	0
<b>CULTURE AND RECREATION TOTAL</b>	<b>\$1,711,400</b>	<b>\$875,035</b>	<b>\$330,000</b>	<b>\$506,365</b>	<b>\$0</b>
<b>GENERAL GOVERNMENT</b>					
Carroll Community College Systemic Renovations	\$100,000	\$0	\$100,000	\$0	\$0
County Building Systemic Renovations	700,000	0	700,000	0	0
County Phone System Replacement	300,000	300,000	0	0	0
County Technology	1,000,000	1,000,000	0	0	0
Courthouse Annex Renovation	32,400	0	32,400	0	0
Indoor Track Shipley Arena	50,000	50,000	0	0	0
Infrastructure Planning Studies	30,000	30,000	0	0	0
Law Enforcement Building Renovations	4,300,000	100,000	4,200,000	0	0
Library Technology Replacements	400,000	400,000	0	0	0
Parking Lot Overlays	79,000	79,000	0	0	0
Public Safety Training Center Improvements	167,000	0	167,000	0	0
Records Management	25,800	25,800	0	0	0
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$7,184,200</b>	<b>\$1,984,800</b>	<b>\$5,199,400</b>	<b>\$0</b>	<b>\$0</b>
<b>GRAND TOTAL</b>	<b>\$54,254,624</b>	<b>\$17,502,753</b>	<b>\$27,642,246</b>	<b>\$8,238,625</b>	<b>\$871,000</b>

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2017 TO 2022

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2017	2018	2019	2020	2021	2022			
<b>PUBLIC SCHOOLS:</b>									
<u>New Construction, Additions, Modernizations</u>									
Career and Technology Center	\$100,000	\$0	\$4,000,000	\$55,100,000	\$0	\$0	\$0	\$0	\$59,200,000
High School Science Room Renovations	0	1,740,000	1,820,000	0	0	0	0	0	3,560,000
<b>New Construction, Additions, Modernizations Total</b>	<b>\$100,000</b>	<b>\$1,740,000</b>	<b>\$5,820,000</b>	<b>\$55,100,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$62,760,000</b>
<u>Other Projects</u>									
Francis Scott Key High Roof Replacement	\$3,818,000	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$3,818,000
Friendship Valley Elementary Roof Replacement	112,000	1,602,300	0	0	0	0	0	0	1,714,300
HVAC Improvements and Replacements	0	340,000	5,100,000	6,700,000	6,600,000	665,000	0	0	19,405,000
Paving	500,000	550,000	600,000	650,000	700,000	750,000	0	0	3,750,000
Piney Ridge Elementary Roof Replacement	79,000	1,127,700	0	0	0	0	0	0	1,206,700
Relocatable Classroom Removal	165,000	0	175,000	0	185,000	0	160,000	0	685,000
Roof Repairs	0	170,000	0	180,000	0	190,000	0	0	540,000
Roof Replacements	0	250,000	3,600,000	4,100,000	2,500,000	2,500,000	0	0	12,950,000
South Carroll High Roof Replacement	3,999,450	0	0	0	0	0	283,000	0	4,282,450
Transfer to Operating Budget for BOE Debt Service	11,588,410	11,064,790	10,711,500	10,539,800	11,907,200	13,497,930	0	0	69,309,630
Westminster High Electrical Equipment Replacement	60,000	100,000	900,000	0	0	0	0	0	1,060,000
Westminster High Roof Replacement	3,778,000	0	0	0	0	0	264,000	0	4,042,000
<b>Other Projects Total</b>	<b>\$24,099,860</b>	<b>\$15,204,790</b>	<b>\$21,086,500</b>	<b>\$22,169,800</b>	<b>\$21,892,200</b>	<b>\$17,602,930</b>	<b>\$707,000</b>	<b>\$0</b>	<b>\$122,763,080</b>
<b>PUBLIC SCHOOLS TOTAL</b>	<b>\$24,199,860</b>	<b>\$16,944,790</b>	<b>\$26,906,500</b>	<b>\$77,269,800</b>	<b>\$21,892,200</b>	<b>\$17,602,930</b>	<b>\$707,000</b>	<b>\$0</b>	<b>\$185,523,080</b>
<b>SOURCES OF FUNDING:</b>									
Local Income Tax	\$12,413,410	\$11,784,790	\$11,486,500	\$11,369,800	\$12,792,200	\$14,437,930	\$160,000	\$0	\$74,444,630
Bonds	5,595,755	2,779,850	9,519,000	31,968,000	4,100,000	1,865,000	547,000	0	56,374,605
State	6,190,695	2,380,150	5,901,000	33,932,000	5,000,000	1,300,000	0	0	54,703,845
<b>PUBLIC SCHOOLS TOTAL</b>	<b>\$24,199,860</b>	<b>\$16,944,790</b>	<b>\$26,906,500</b>	<b>\$77,269,800</b>	<b>\$21,892,200</b>	<b>\$17,602,930</b>	<b>\$707,000</b>	<b>\$0</b>	<b>\$185,523,080</b>

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2017 TO 2022

	2017	2018	2019	2020	2021	2022	Prior Allocation	Balance to Complete	Total Project Cost
<b>CONSERVATION AND OPEN SPACE:</b>									
Agricultural Land Preservation	\$2,169,800	\$5,163,700	\$4,210,000	\$5,361,300	\$4,448,300	\$5,511,100	\$0	\$0	\$26,864,200
Environmental Compliance	75,000	75,000	75,000	75,000	75,000	75,000	0	0	450,000
Stormwater Facility Renovation	331,500	331,500	331,500	331,500	331,500	331,500	0	0	1,989,000
Watershed Assessment and Improvement (NPDES)	5,189,408	4,445,770	3,405,000	2,260,000	3,010,000	3,010,000	0	0	21,320,178
<b>CONSERVATION AND OPEN SPACE TOTAL</b>	<b>\$7,765,708</b>	<b>\$10,015,970</b>	<b>\$8,021,500</b>	<b>\$8,027,800</b>	<b>\$7,864,800</b>	<b>\$8,927,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,623,378</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$37,500	\$0	\$0	\$225,000
Property Tax	806,500	2,800,400	2,846,700	2,998,000	3,085,000	3,147,800	0	0	15,684,400
Bonds	5,899,090	5,742,670	4,649,300	3,738,700	4,712,300	4,712,300	0	0	29,454,360
Ag Transfer Tax	30,000	30,000	30,000	30,000	30,000	30,000	0	0	180,000
Ag. Preservation (MALPF)	0	1,000,000	0	1,000,000	0	1,000,000	0	0	3,000,000
Municipal	871,000	405,400	458,000	223,600	0	0	0	0	1,958,000
<b>CONSERVATION AND OPEN SPACE TOTAL</b>	<b>\$7,765,708</b>	<b>\$10,015,970</b>	<b>\$8,021,500</b>	<b>\$8,027,800</b>	<b>\$7,864,800</b>	<b>\$8,927,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,623,378</b>

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2017 TO 2022

	2017	2018	2019	2020	2021	2022	Prior Allocation	Balance to Complete	Total Project Cost
<b>ROADS:</b>									
Highway Safety Improvements	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$30,000	\$0	\$0	\$180,000
Johnsville Road Sidewalk	290,256	0	0	0	0	0	29,200	0	319,456
Market Street Extended	63,000	0	861,900	0	0	0	1,208,005	0	2,132,905
Pavement Management Program	11,180,000	11,685,000	12,210,000	12,660,000	13,120,000	13,770,000	0	0	74,625,000
Pavement Preservation	1,080,000	1,130,000	1,220,000	1,250,000	1,280,000	1,320,000	0	0	7,280,000
Ramp and Sidewalk Upgrades	75,000	75,000	75,000	75,000	75,000	75,000	0	0	450,000
Small Drainage Structures	84,000	87,000	90,000	93,000	95,000	98,000	0	0	547,000
Storm Drain Rehabilitation	200,000	0	180,000	180,000	180,000	300,000	0	0	1,040,000
Transportation/State Projects	100,000	0	0	200,000	200,000	200,000	0	0	700,000
<b>ROADS TOTAL</b>	<b>\$13,102,256</b>	<b>\$13,007,000</b>	<b>\$14,666,900</b>	<b>\$14,488,000</b>	<b>\$14,980,000</b>	<b>\$15,793,000</b>	<b>\$1,237,205</b>	<b>\$0</b>	<b>\$87,274,361</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$334,691	\$850,000	\$1,120,000	\$1,350,000	\$1,380,000	\$1,290,000	\$22,045	\$0	\$6,346,736
Property Tax	0	0	0	0	0	0	758,005	0	758,005
Bonds	10,240,359	10,871,000	12,260,900	11,852,000	12,314,000	13,217,000	457,155	0	71,212,414
Reallocated Bonds	56,024	0	0	0	0	0	0	0	56,024
Reallocated GF Transfer	929,617	0	0	0	0	0	0	0	929,617
Highway Administration	176,000	176,000	176,000	176,000	176,000	176,000	0	0	1,056,000
Highway User Revenue	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000	0	0	6,660,000
Grants (MDE, CDBG)	255,565	0	0	0	0	0	0	0	255,565
<b>ROADS TOTAL</b>	<b>\$13,102,256</b>	<b>\$13,007,000</b>	<b>\$14,666,900</b>	<b>\$14,488,000</b>	<b>\$14,980,000</b>	<b>\$15,793,000</b>	<b>\$1,237,205</b>	<b>\$0</b>	<b>\$87,274,361</b>



COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2017 TO 2022

	2017	2018	2019	2020	2021	2022	Prior Allocation	Balance to Complete	Total Project Cost
BRIDGES:									
Bear Run Road over Bear Branch	\$0	\$0	\$0	\$0	\$240,000	\$0	\$0	\$1,300,000	\$1,540,000
Bridge Inspection and Inventory	38,000	40,000	42,000	44,000	46,000	48,000	0	0	258,000
Bridge Maintenance and Structural Repairs	53,200	55,900	58,700	61,600	64,700	68,000	0	0	362,100
Cleaning and Painting of Existing Bridge Structural Steel	0	84,700	87,700	92,100	96,800	100,200	0	0	461,500
Gaither Road over South Branch Patapsco River	0	230,000	0	1,898,000	0	0	0	0	2,128,000
Hollingsworth Road over Unnamed Tributary	200,000	0	587,000	0	0	0	0	0	787,000
Stone Chapel Road over Little Pipe Creek	0	709,000	0	0	0	0	207,000	0	916,000
<b>BRIDGES TOTAL</b>	<b>\$291,200</b>	<b>\$1,119,600</b>	<b>\$775,400</b>	<b>\$2,095,700</b>	<b>\$447,500</b>	<b>\$216,200</b>	<b>\$207,000</b>	<b>\$1,300,000</b>	<b>\$6,452,600</b>
SOURCES OF FUNDING:									
Transfer from General Fund	\$91,200	\$180,600	\$188,400	\$197,700	\$207,500	\$216,200	\$0	\$0	\$1,081,600
Bonds	200,000	187,800	587,000	443,600	48,000	0	47,000	260,000	1,773,400
Federal Highway/Bridge	0	751,200	0	1,454,400	192,000	0	160,000	1,040,000	3,597,600
<b>BRIDGES TOTAL</b>	<b>\$291,200</b>	<b>\$1,119,600</b>	<b>\$775,400</b>	<b>\$2,095,700</b>	<b>\$447,500</b>	<b>\$216,200</b>	<b>\$207,000</b>	<b>\$1,300,000</b>	<b>\$6,452,600</b>

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2017 TO 2022**

	2017	2018	2019	2020	2021	2022	Prior Allocation	Balance to Complete	Total Project Cost
<b>CULTURE AND RECREATION:</b>									
Bark Hill Park Improvements	\$0	\$486,000	\$0	\$0	\$0	\$0	\$0	\$0	\$486,000
Bear Branch Nature Center Roof Replacement	0	0	0	0	278,400	0	0	0	278,400
Bear Branch Tot Lot	116,700	0	0	0	0	0	0	0	116,700
Community Self-Help Projects	74,000	76,000	78,000	80,000	82,000	84,000	0	0	474,000
Deer Park and Sandymount Court Resurfacings	223,150	0	0	0	0	0	0	0	223,150
Double Pipe Creek Boat Ramp	0	0	176,600	0	0	0	0	0	176,600
Gillis Falls Trail I	0	0	0	457,000	0	0	0	0	457,000
Mayeski Park Entrance Road Overlay	90,000	0	0	0	0	0	0	0	90,000
Northwest County Trail Acquisition	0	0	0	0	200,000	0	0	0	200,000
Park Restoration	309,600	163,400	167,200	171,200	175,300	179,500	0	0	1,166,200
Recreation and Parks Unallocated	25,000	0	0	0	0	0	0	0	25,000
Sports Complex Lighting	0	0	0	370,000	320,000	523,500	0	0	1,213,500
Sports Complex Overlay	0	244,000	0	0	0	0	0	0	244,000
Tot Lot Replacement	55,000	57,750	60,650	63,670	66,850	70,200	0	0	374,120
Town Fund	7,950	10,030	12,200	12,800	13,300	13,800	0	0	70,080
Union Mills Buildings Renovations	0	150,000	0	0	0	0	0	0	150,000
Union Mills Main House Renovations	510,000	0	0	0	0	0	0	0	510,000
Westminster Veterans Memorial Park	300,000	0	500,000	0	0	0	3,407,596	0	4,207,596
<b>CULTURE AND RECREATION TOTAL</b>	<b>\$1,711,400</b>	<b>\$1,187,180</b>	<b>\$994,650</b>	<b>\$1,154,670</b>	<b>\$1,135,850</b>	<b>\$871,000</b>	<b>\$3,407,596</b>	<b>\$0</b>	<b>\$10,462,346</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$619,365	\$279,605	\$263,465	\$307,367	\$305,125	\$284,320	\$100	\$0	\$2,059,347
Bonds	330,000	150,000	0	0	0	0	80,168	0	560,168
Reallocated GF Transfer	95,000	0	0	0	0	0	0	0	95,000
Impact Fee - Parks	160,670	184,000	159,000	160,000	180,000	130,000	605,000	0	1,578,670
Program Open Space	506,365	573,575	572,185	687,303	650,725	456,680	2,722,328	0	6,169,161
<b>CULTURE AND RECREATION TOTAL</b>	<b>\$1,711,400</b>	<b>\$1,187,180</b>	<b>\$994,650</b>	<b>\$1,154,670</b>	<b>\$1,135,850</b>	<b>\$871,000</b>	<b>\$3,407,596</b>	<b>\$0</b>	<b>\$10,462,346</b>

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2017 TO 2022

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2017	2018	2019	2020	2021	2022			
<b>GENERAL GOVERNMENT:</b>									
Carroll Community College Systemic Renovations	\$100,000	\$0	\$2,654,000	\$0	\$0	\$0	\$50,000	\$0	\$2,804,000
County Building Systemic Renovation	700,000	425,000	0	750,000	775,000	800,000	0	0	3,450,000
County Phone System Replacemen	300,000	0	0	0	0	0	950,000	0	1,250,000
County Technology	1,000,000	721,000	993,000	765,000	788,000	812,000	0	0	5,079,000
Courthouse Annex Renovation	32,400	0	0	0	0	0	210,000	0	242,400
Fleet Lift Replacements	0	0	0	166,000	0	196,000	0	0	362,000
Indoor Track Shipley Arena	50,000	0	0	0	0	0	0	0	50,000
Infrastructure Planning Studies	30,000	30,000	30,000	30,000	30,000	30,000	0	0	180,000
Law Enforcement Facility Renovation	4,300,000	0	0	0	0	0	1,800,000	0	6,100,000
Library Technology Replacements	400,000	100,000	100,000	100,000	100,000	100,000	0	0	900,000
Parking Lot Overlays	79,000	82,000	85,000	89,000	92,000	97,000	0	0	524,000
Public Safety Training Center Improvements	167,000	1,614,390	2,968,800	855,330	440,610	0	7,025,000	0	13,071,130
Records Management	25,800	0	0	0	0	0	436,000	0	461,800
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$7,184,200</b>	<b>\$2,972,390</b>	<b>\$6,830,800</b>	<b>\$2,755,330</b>	<b>\$2,225,610</b>	<b>\$2,035,000</b>	<b>\$10,471,000</b>	<b>\$0</b>	<b>\$34,474,330</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$1,984,800	\$933,000	\$1,208,000	\$984,000	\$1,010,000	\$1,039,000	\$2,133,754	\$0	\$9,292,554
Property Tax	0	0	0	0	0	0	677,246	0	677,246
Bonds	5,199,400	2,039,390	4,295,800	1,771,330	1,215,610	996,000	5,760,000	0	21,277,530
Reallocated Bonds	0	0	0	0	0	0	1,800,000	0	1,800,000
Reallocated GF Transfer	0	0	0	0	0	0	100,000	0	100,000
MD Higher Ed. Comm.	0	0	1,327,000	0	0	0	0	0	1,327,000
<b>GENERAL GOVERNMENT TOTAL</b>	<b>\$7,184,200</b>	<b>\$2,972,390</b>	<b>\$6,830,800</b>	<b>\$2,755,330</b>	<b>\$2,225,610</b>	<b>\$2,035,000</b>	<b>\$10,471,000</b>	<b>\$0</b>	<b>\$34,474,330</b>

**COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2017 to 2022**

**Capital Fund**

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2017	2018	2019	2020	2021	2022			
<b>GRAND TOTAL-USES</b>	<b>\$54,254,624</b>	<b>\$45,246,930</b>	<b>\$58,195,750</b>	<b>\$105,791,300</b>	<b>\$48,545,960</b>	<b>\$45,445,730</b>	<b>\$16,029,801</b>	<b>\$1,300,000</b>	<b>\$374,810,095</b>
<b>SOURCE OF FUNDING</b>									
<b>-LOCAL-</b>									
Transfer from General Fund	\$3,067,556	\$2,280,705	\$2,817,365	\$2,876,567	\$2,940,125	\$2,867,020	\$2,155,899	\$0	\$19,005,237
Local Income Tax	12,413,410	11,784,790	11,486,500	11,369,800	12,792,200	14,437,930	160,000	0	74,444,630
Property Tax	806,500	2,800,400	2,846,700	2,998,000	3,085,000	3,147,800	1,435,251	0	17,119,651
<b>Bonds</b>	<b>27,464,604</b>	<b>21,770,710</b>	<b>31,312,000</b>	<b>49,773,630</b>	<b>22,389,910</b>	<b>20,790,300</b>	<b>6,891,323</b>	<b>260,000</b>	<b>180,652,477</b>
Reallocated Bonds	177,642	0	0	0	0	0	1,800,000	0	1,977,642
Reallocated General Fund Transfer	1,024,617	0	0	0	0	0	100,000	0	1,124,617
Impact Fee - Parks	160,670	184,000	159,000	160,000	180,000	130,000	605,000	0	1,578,670
Ag Transfer Tax	30,000	30,000	30,000	30,000	30,000	30,000	0	0	180,000
<b>LOCAL TOTAL</b>	<b>\$45,144,999</b>	<b>\$38,850,605</b>	<b>\$48,651,565</b>	<b>\$67,207,997</b>	<b>\$41,417,235</b>	<b>\$41,403,050</b>	<b>\$13,147,473</b>	<b>\$260,000</b>	<b>\$296,082,924</b>
<b>-STATE-</b>									
Highway Administration	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$176,000	\$0	\$0	\$1,056,000
MD Higher Ed. Comm.	0	0	1,327,000	0	0	0	0	0	1,327,000
State School Construction	6,190,695	2,380,150	5,901,000	33,932,000	5,000,000	1,300,000	0	0	54,703,845
Ag Preservation (MALPF) / Rural Legacy	0	1,000,000	0	1,000,000	0	1,000,000	0	0	3,000,000
Highway User Revenue	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000	1,110,000	0	0	6,660,000
Program Open Space	506,365	573,575	572,185	687,303	650,725	456,680	2,722,328	0	6,169,161
<b>STATE TOTAL</b>	<b>\$7,983,060</b>	<b>\$5,239,725</b>	<b>\$9,086,185</b>	<b>\$36,905,303</b>	<b>\$6,936,725</b>	<b>\$4,042,680</b>	<b>\$2,722,328</b>	<b>\$0</b>	<b>\$72,916,006</b>
<b>-FEDERAL-</b>									
Highway/Bridge	\$0	\$751,200	\$0	\$1,454,400	\$192,000	\$0	\$160,000	\$1,040,000	\$3,597,600
<b>FEDERAL TOTAL</b>	<b>\$0</b>	<b>\$751,200</b>	<b>\$0</b>	<b>\$1,454,400</b>	<b>\$192,000</b>	<b>\$0</b>	<b>\$160,000</b>	<b>\$1,040,000</b>	<b>\$3,597,600</b>
<b>-OTHER-</b>									
Municipal Grants	\$871,000	\$405,400	\$458,000	\$223,600	\$0	\$0	\$0	\$0	\$1,958,000
	255,565	0	0	0	0	0	0	0	255,565
<b>OTHER TOTAL</b>	<b>\$1,126,565</b>	<b>\$405,400</b>	<b>\$458,000</b>	<b>\$223,600</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,213,565</b>
<b>GRAND TOTAL SOURCES</b>	<b>\$54,254,624</b>	<b>\$45,246,930</b>	<b>\$58,195,750</b>	<b>\$105,791,300</b>	<b>\$48,545,960</b>	<b>\$45,445,730</b>	<b>\$16,029,801</b>	<b>\$1,300,000</b>	<b>\$374,810,095</b>

# *Enterprise Funds*

***Airport Enterprise Fund***

# Airport Enterprise Fund Summary

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Sources of Funding	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Fuel Sales	\$60,590	\$87,500	\$87,501	\$84,500	-3.43%	-3.43%
Rents	162,343	152,410	152,410	152,410	0.00%	0.00%
Corporate Hanger Rental	504,776	529,980	529,980	550,700	3.91%	3.91%
Pass-Through Utilities/Taxes	135,308	137,930	137,930	137,930	0.00%	0.00%
Miscellaneous	2,289	3,680	3,680	3,680	0.00%	0.00%
<b>Total Sources of Funding</b>	<b>\$865,306</b>	<b>\$911,500</b>	<b>\$911,501</b>	<b>\$929,220</b>	<b>1.94%</b>	<b>1.94%</b>

Uses of Funding	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Airport Operations	\$736,728	\$755,250	\$764,810	\$815,890	8.03%	6.68%
Revenue in Excess of Expenditures	128,578	156,250	146,691	113,330	-27.47%	-22.74%
<b>Total Uses of Funding</b>	<b>\$865,306</b>	<b>\$911,500</b>	<b>\$911,501</b>	<b>\$929,220</b>	<b>1.94%</b>	<b>1.94%</b>

Enterprise Funds budgets are presented based on cash expenses, depreciation is not included and bond principal has been added. To accurately define what is happening in the budget, Revenue in Excess of Expenditures is shown separately from the individual budget. This line item captures the annual amount generated by the operating revenue net of operating cash expenditures. Revenue in Excess of Expenditures is available to fund capital projects, vehicles and equipment, and contingency reserves.

# Airport Operations

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$131,846	\$133,190	\$141,740	\$171,840	29.02%	21.24%
Benefits	66,287	80,290	80,950	103,090	28.40%	27.35%
Operating	362,927	541,770	542,120	540,960	-0.15%	-0.21%
Capital	175,668	151,900	151,900	113,330	-25.39%	-25.39%
<b>Total</b>	<b>\$736,728</b>	<b>\$907,150</b>	<b>\$916,710</b>	<b>\$929,220</b>	<b>2.43%</b>	<b>1.36%</b>
Employees FTE	2.25	2.25	2.35	3.35	-----	-----

## Contact

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

## Mission and Goals

To provide safe operation of the Carroll County Regional Airport by meeting or exceeding Federal Aviation Administration and Maryland Aviation Administration guidelines.

### Goals include:

- Promote aviation safety
- Enhance airport finances
- Promote a safe and efficient public use airport

## Description

The funds in this budget provide for maintenance of the airport and include:

- General operations
- Mechanical maintenance
- Hangar rental

The 5,100 foot runway is the sixth longest non-military runway in the State. The proximity to Baltimore Washington International Airport (BWI) allows Carroll County Regional to be a reliever airport, thereby entitling the County to receive Maryland and Federal Aviation Administration grants for capital projects.

The Airport is an important component of the County's Economic Development plan because growing companies need quick and convenient access to the markets they serve. To attract new business to the area and to better serve the existing corporate clientele, corporate hangars and a fuel farm were constructed. The fuel farm supplies aviation and jet fuel and the corporate hangars provide 70,000 square feet of space for storage of corporate jets.

## Program Highlights

- In FY 13, the Commissioners approved the extension of the runway to approximately 5,400 feet.
- Skytech, Inc. provides airport Fixed Based Operator (FBO) services including aircraft fueling, maintenance, sales, avionics, flight instruction and charter flights.

## Budget Changes

- The increase from FY 16 Original to Adjusted is due to a greater portion of the Deputy Director and Administrative Office Associate's salaries being charged to the Airport Enterprise Fund.
- Personnel increases due to a 2.5% salary adjustment and a new Office Associate position.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	0.05
<i>Airport Manager</i>	Full-time	1.00
<i>Deputy Director, Public Works</i>	Full-time	0.25
<i>Director, Public Works</i>	Full-time	0.05
<i>Office Associate</i>	Full-time	1.00
<i>Technician</i>	Contractual	1.00
<b>Total</b>		<b>3.35</b>

5% of the Director and 25% of the Deputy Director are charged to the Solid Waste Enterprise Fund and the Utilities Enterprise fund. 40% of an Administrative Office Associate is charged to the Solid Waste Enterprise Fund and 5% to the Utilities Enterprise Fund. The remaining 85% of the Director, 25% of the Deputy Director, and 50% of an Administrative Office Associate are charged to the General Fund.



COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2017 TO 2022

	2017	2018	2019	2020	2021	2022	Prior Allocation	Balance to Complete	Total Project Cost
<b>AIRPORT ENTERPRISE:</b>									
Grounds and Maintenance Equipment	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$0	\$150,000
<b>AIRPORT ENTERPRISE TOTAL</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>
<b>SOURCES OF FUNDING:</b>									
Enterprise Fund - Airport	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$25,000	\$0	\$0	\$150,000
<b>AIRPORT ENTERPRISE TOTAL</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$25,000</b>	<b>\$0</b>	<b>\$0</b>	<b>\$150,000</b>

*Fiber Network Enterprise Fund*

# Fiber Network Enterprise Fund Summary

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Sources of Funding	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Dark Fiber Lease	\$0	\$62,400	\$62,400	\$197,000	315.71%	315.71%
Interfund Transfer	257,400	207,600	207,600	204,000	-1.73%	-1.73%
<b>Total Sources of Funding</b>	<b>\$257,400</b>	<b>\$270,000</b>	<b>\$270,000</b>	<b>\$401,000</b>	<b>48.52%</b>	<b>48.52%</b>

Uses of Funding	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Fiber Network	\$1,520,899	\$270,000	\$270,000	\$401,000	48.52%	48.52%
Revenue in Excess of Expenditures	0	0	0	0	0.00%	0.00%
<b>Total Uses of Funding</b>	<b>\$1,520,899</b>	<b>\$270,000</b>	<b>\$270,000</b>	<b>\$401,000</b>	<b>48.52%</b>	<b>48.52%</b>

Enterprise Funds budgets are presented based on cash expenses, depreciation is not included and bond principal has been added. To accurately define what is happening in the budget, Revenue in Excess of Expenditures is shown separately from the individual budget. This line item captures the annual amount generated by the operating revenue net of operating cash expenditures. Revenue in Excess of Expenditures is available to fund capital projects, vehicles and equipment, and contingency reserves.

# Fiber Network Operations

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	418,436	270,000	270,000	401,000	48.52%	48.52%
Capital	1,102,464	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$1,520,899</b>	<b>\$270,000</b>	<b>\$270,000</b>	<b>\$401,000</b>	<b>48.52%</b>	<b>48.52%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

Mark Ripper, Director of Technology Services  
(410) 386-2056

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

## Mission

To provide commercial access to a high-speed fiber optic data communications network.

## Description

The funds in this budget support the operation and maintenance costs for the Carroll County Fiber Network.

Construction of the fiber network began in 2007 to connect Carroll County Government with Carroll County Public Schools, Carroll County Public Library and Carroll Community College. The network connects over 120 local, State, Federal and public safety sites, as well as seven primary business parks and sixteen secondary business parks.

## Budget Changes

Operating increases for anticipated relocation of fiber and core switch maintenance.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2017 TO 2022

	Fiscal Year						Prior Allocation	Balance to Complete	Total Project Cost
	2017	2018	2019	2020	2021	2022			
<b>FIBER NETWORK ENTERPRISE:</b>									
Equipment Replacement	\$0	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$1,100,000	\$0	\$1,900,000
<b>FIBER NETWORK ENTERPRISE TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$1,100,000</b>	<b>\$0</b>	<b>\$1,900,000</b>
<b>SOURCES OF FUNDING:</b>									
Enterprise Fund - Fiber	\$0	\$0	\$200,000	\$200,000	\$200,000	\$200,000	\$1,100,000	\$0	\$1,900,000
<b>FIBER NETWORK ENTERPRISE TOTAL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$200,000</b>	<b>\$1,100,000</b>	<b>\$0</b>	<b>\$1,900,000</b>

*Firearms Enterprise Fund*

# Firearms Enterprise Fund Summary

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Source of Funding	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
User Fees	\$148,526	\$150,000	\$150,000	\$150,000	0.00%	0.00%
Concession Fees	5,161	5,000	5,000	5,000	0.00%	0.00%
Interest Income	367	500	500	500	0.00%	0.00%
<b>Total Sources of Funding</b>	<b>\$154,054</b>	<b>\$155,500</b>	<b>\$155,500</b>	<b>\$155,500</b>	<b>0.00%</b>	<b>0.00%</b>

Uses of Funding	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Firearms Facility Operations	\$145,604	\$155,500	\$146,060	\$155,500	0.00%	6.46%
Revenue in Excess of Expenditures	8,450	0	9,440	0	0.00%	0.00%
<b>Total Uses of Funding</b>	<b>\$154,054</b>	<b>\$155,500</b>	<b>\$155,500</b>	<b>\$155,500</b>	<b>0.00%</b>	<b>0.00%</b>

Enterprise Funds budgets are presented based on cash expenses, depreciation is not included and bond principal has been added. To accurately define what is happening in the budget, Revenue in Excess of Expenditures is shown separately from the individual budget. This line item captures the annual amount generated by the operating revenue net of operating cash expenditures. Revenue in Excess of Expenditures is available to fund capital projects, vehicles and equipment, and contingency reserves.

# Firearms Operations

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$57,629	\$72,510	\$63,730	\$64,030	-11.69%	0.47%
Benefits	5,340	6,900	6,240	14,410	108.84%	130.93%
Operating	58,720	27,630	27,630	68,650	148.46%	148.46%
Capital	23,915	48,460	48,460	8,410	-82.65%	-82.65%
<b>Total</b>	\$145,604	\$155,500	\$146,060	\$155,500	0.00%	6.46%
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

(410) 386-2103

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

<http://ccgovernments.org/ccg/recpark/hapbaker>

## Mission and Goals

To provide a safe facility for firearms enthusiasts to practice sporting activities and for police personnel to train, practice and obtain certification.

### Goals include:

- Provide a place for hunters to sight-in rifles and for target shooting enthusiasts to practice their sport.
- Promote safety, education, training and good sportsmanship.

## Description

The Hap Baker Firearms Facility, adjacent to the Northern Landfill, includes ten firing lanes from 25 to 200 yards long, and a nine-lane pistol range from 5 to 17 yards. It is used by the general public, as well as by police personnel.

A Range Officer supervises the facility. A fee is charged for daily use, or a yearly pass may be purchased.

The facility is open to the general public on weekends from January through March, and Wednesday through Sunday from April through December. The hours of operation are 10:00 a.m. until an hour before sunset.

## Program Highlights

In FY 15, approximately 12,530 individuals used the facility.

## Budget Changes

A 2.5% salary increase is included in FY 17.

## Positions

Title	Type	FTE
Range Officer	Full-time	1.00
Service/Maintenance	Contractual	2.00
<b>Total</b>		3.00



*Septage Enterprise Fund*

# Septage Enterprise Fund Summary

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Sources of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 15	Budget FY 16	Budget FY 16		FY 17	From Orig. FY 16
Septage Processing Fee	\$942,947	\$910,000	\$910,000	\$1,170,000	22.22%	22.22%
Interest Income	103	500	500	3,300	84.85%	84.85%
Miscellaneous	3,176	3,200	3,200	0	0.00%	0.00%
<b>Total Sources of Funding</b>	<b>\$946,226</b>	<b>\$913,700</b>	<b>\$913,700</b>	<b>\$1,173,300</b>	<b>22.13%</b>	<b>22.13%</b>

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 15	Budget FY 16	Budget FY 16		FY 17	From Orig. FY 16
Septage Facility Operations	\$581,131	\$701,850	\$701,850	\$701,490	-0.05%	-0.05%
Capital - Repair, Replace, Rehabilitate	365,095	211,850	211,850	471,810	55.10%	55.10%
<b>Total Uses of Funding</b>	<b>\$946,226</b>	<b>\$913,700</b>	<b>\$913,700</b>	<b>\$1,173,300</b>	<b>22.13%</b>	<b>22.13%</b>

Enterprise Funds budgets are presented based on cash expenses, depreciation is not included and bond principal has been added. The line item Capital - Repair, Replace, Rehabilitate captures the annual amount generated by the operating revenue available to repair, replace, or rehabilitate capital assets. The increase in revenues from FY 16 to FY 17 is due to an increase in gallons processed.

# Septage Facility

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	581,131	701,850	701,850	701,490	28.41%	28.41%
Capital	365,095	211,850	211,850	471,810	0.00%	0.00%
<b>Total</b>	<b>946,226</b>	<b>913,700</b>	<b>913,700</b>	<b>1,173,300</b>	<b>28.41%</b>	<b>28.41%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Jeffrey Topper, Deputy Director of Public Works**  
(410) 386-2035

**Robin Hooper, Management and Budget Project Coordinator**  
(410) 386-2082

## Mission

To ensure this facility is operated in a cost-effective manner while generating the necessary revenues to cover the cost of operations.

## Description

The funds in this budget support the operations and maintenance costs for the Septage Treatment Facility at the Westminster Wastewater Treatment Plant. The City of Westminster operates the facility.

The City documents costs incurred and usage by the various haulers and reports this information to the County. The County reimburses the City and then bills the individual haulers. The current rate is \$0.065 per gallon.

The facility is available 5½ days per week. In emergency situations, septage can be taken to the Freedom Wastewater Treatment Plant. The Septage Treatment Plant was built in response to a mandate to cease land application of septage.

## Budget Changes

Capital increases in FY 17 due to revenue in excess of expenses which will be used for the Westminster Septage Facility Improvements.

***Solid Waste Enterprise Fund***

# Solid Waste Enterprise Fund Summary

Sources of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 15	Budget FY 16	Budget FY 16	FY 17	From Orig. FY 16	From Adj. FY 16
Tipping Fees	\$6,020,655	\$5,990,320	\$5,990,320	\$6,080,000	1.50%	1.50%
County Hauling	2,565	5,000	5,000	2,300	-54.00%	-54.00%
Interest	11,140	12,000	12,000	10,000	-16.67%	-16.67%
Rents and Royalties	179,420	177,460	177,460	160,000	-9.84%	-9.84%
Recycling	317,760	200,000	200,000	120,000	-40.00%	-40.00%
Miscellaneous	296,658	160,000	160,000	20,000	-87.50%	-87.50%
Transfer from General Fund	125,632	2,415,000	2,415,000	2,415,000	0.00%	0.00%
Transfer from Fund Balance	1,798,286	460,020	444,740	0	0.00%	0.00%
<b>Total Sources of Funding</b>	<b>\$8,752,117</b>	<b>\$9,419,800</b>	<b>\$9,404,520</b>	<b>\$8,807,300</b>	<b>-6.50%</b>	<b>-6.35%</b>

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 15	Budget FY 16	Budget FY 16	FY 17	From Orig. FY 16	From Adj. FY 16
Solid Waste Management	(\$82,922)	\$251,000	\$225,810	\$231,970	-7.58%	2.73%
Closed Landfills	205,986	388,470	388,470	235,830	-39.29%	-39.29%
Northern Landfill	2,267,783	2,552,720	2,565,290	2,716,700	6.42%	5.90%
Recycling Operations	276,222	328,990	329,130	796,410	142.08%	141.97%
Solid Waste Accounting Administration	1,396,625	1,031,820	1,029,020	1,060,340	2.76%	3.04%
Solid Waste Transfer Station	4,688,424	4,866,800	4,866,800	3,144,300	-35.39%	-35.39%
Revenue in Excess of Expenditures	0	0	0	621,750	0.00%	0.00%
<b>Total Uses of Funding</b>	<b>\$8,752,117</b>	<b>\$9,419,800</b>	<b>\$9,404,520</b>	<b>\$8,807,300</b>	<b>-6.50%</b>	<b>-6.35%</b>

Enterprise Funds budgets are presented based on cash expenses, depreciation is not included and bond principal has been added. To accurately define what is happening in the budget, Revenue in Excess of Expenditures is shown separately from the individual budget. This line item captures the annual amount generated by the operating revenue net of operating cash expenditures. Revenue in Excess of Expenditures is available to fund capital projects, vehicles and equipment, and contingency reserves.

# Solid Waste Operating Summary

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	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Solid Waste Management	(\$82,922)	\$251,000	\$225,810	\$231,970	-7.58%	2.73%
Closed Landfills	205,986	388,470	388,470	235,830	-39.29%	-39.29%
Northern Landfill	2,267,783	2,552,720	2,565,290	2,716,700	6.42%	5.90%
Recycling Operations	276,222	328,990	329,130	796,410	142.08%	141.97%
Solid Waste Accounting Administration	1,396,625	1,031,820	1,029,020	1,060,340	2.76%	3.04%
Solid Waste Transfer Station	4,688,424	4,866,800	4,866,800	3,144,300	-35.39%	-35.39%
Revenue in Excess of Expenditures	0	0	0	621,750	0.00%	0.00%
<b>Total Solid Waste Operations</b>	<b>\$8,752,117</b>	<b>\$9,419,800</b>	<b>\$9,404,520</b>	<b>\$8,807,300</b>	<b>-6.50%</b>	<b>-6.35%</b>

## Mission and Goals

To provide the most cost-effective and efficient services for waste disposal, removal and recycling for County residents and businesses.

### Goals include:

- Serve the public
- Educate the public on the effects of waste management and recycling
- Monitor landfills for any environmental impact

## Highlights, Changes, and Useful Information

The Bureau of Solid Waste is 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 a change in the percentage landfilled. Currently between 80% and 90% of the waste delivered to the Northern Landfill and Hoods Mill drop off site is transferred to a landfill in Pennsylvania and the remainder buried at Northern Landfill. Beginning in FY 17, the percentage of waste transferred and waste buried will change to approximately 60% and 40%, respectively. Burying waste at Northern Landfill will eliminate the cost of transferring the waste to Pennsylvania. The savings will be accumulated to help fund the implantation of the long-term waste management strategies currently being developed.

## Budget Changes

- Solid Waste Management decreases from FY 16 Original to Adjusted due to changes in employee salary allocations.
- Closed Landfills decreases in FY 17 due to a cover for the drop-off area budgeted at Hoods Mill in FY 16. The cover will not be installed in FY 16 and the expense has been moved to the Hoods Mill Remediation capital project.
- Northern Landfill increases due to asphalt repairs near the scale house, increases in leachate disposal, and repair parts.
- Recycling increases from FY 16 to FY 17 due to having to pay for recycling procession. Prior to FY 16 the County received revenue for recyclables.
- Transfer Station decreases due to planned decreases in municipal solid waste tonnage transferred.

# Solid Waste Management

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$110,675	\$133,040	\$109,640	\$112,380	-15.53%	2.50%
Benefits	42,641	60,935	59,145	86,000	41.13%	45.41%
Operating	(236,238)	57,025	57,025	33,590	-41.10%	-41.10%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>(\$82,922)</b>	<b>\$251,000</b>	<b>\$225,810</b>	<b>\$231,970</b>	<b>-7.58%</b>	<b>2.73%</b>
Employees FTE	2.38	2.38	1.70	1.70	-----	-----

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

## Contact

Dusty Hilbert, Bureau Chief (410) 386-2035  
 Sheree Lima, Management and Budget Project Coordinator  
 (410) 386-2082  
<http://ccgovernment.carr.org/ccg/solidwaste>

## Mission and Goals

To provide the most cost-effective and efficient services for waste disposal 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 Supervision is responsible for:

- Carroll County's only full-time operational landfill (Northern)
- Monitoring of the four closed landfills: Bark Hill, Hodges, John Owings and Hoods Mill
- Recycling Operations
- Yard waste/mulch program, contracted to Harvest Green
- Maintaining and updating the Ten-Year Solid Waste Management Plan
- Contracting for 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 there will be a change in the percentage landfilled. Currently between 80% and 90% of the waste delivered to

Northern Landfill and Hoods Mill drop off site is transferred to a landfill in Pennsylvania and the remainder buried at Northern Landfill. Beginning in FY 17, the percentage of waste transferred and waste buried will change to approximately 60% and 40% respectively. Burying waste at Northern Landfill will eliminate the costs of transferring waste to Pennsylvania. The savings will be accumulated to help fund the implementation of the long-term waste management plan being developed.

## Budget Changes

- The decrease from the FY 16 Original to Adjusted is due to the change in the allocation of employee salaries.
- A 2.5% salary increase is included in FY 17.
- Benefits increase due to OPEB allocations.
- Operating decreases mainly due to funding appropriated in FY 16 to create the Ten Year Solid Waste Management Plan.

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	0.40
<i>Bureau Chief, Solid Waste</i>	Full-time	1.00
<i>Deputy Director, Public Works</i>	Full-time	0.25
<i>Director, Public Works</i>	Full-time	0.05
<b>Total</b>		<b>1.70</b>

5% of the Director, 5% of the Administrative Office Associate and 25% of the Deputy Director are charged to the Airport Enterprise Fund and the Bureau of Utilities Enterprise fund. The remaining 85% of the Director, 25% of the Deputy Director, and 50% of the Administrative Office Associate are charged to the General Fund.

# Closed Landfills

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	205,986	228,470	228,470	225,830	-1.16%	-1.16%
Capital	0	160,000	160,000	10,000	-93.75%	-93.75%
<b>Total</b>	<b>\$205,986</b>	<b>\$388,470</b>	<b>\$388,470</b>	<b>\$235,830</b>	<b>-39.29%</b>	<b>-39.29%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Dusty Hilbert, Bureau Chief (410) 386-2035**  
**Sheree Lima, Management and Budget Project Coordinator**  
**(410) 386-2082**

## Mission

To ensure all regulatory requirements of the Environmental Protection Agency and Maryland Department of the Environment are met.

## Description

The funds in this budget support four closed landfills in the County:

- Hoods Mill Landfill
- Bark Hill landfill
- Hodges Landfill
- John Owings Landfill

Federal law requires that the County monitor landfills for 30 years after closure. Groundwater monitoring and methane gas sampling are the main expenses associated with the closed landfills. Bark Hill and Hoods Mill landfills still produce leachate that must be hauled to a wastewater facility for treatment. Leachate is a liquid produced when rainwater and other moisture travel through the waste.

## Program Highlights

Hoods Mill Landfill operates as a convenience drop-off site open the first and third Saturday each month.

## Budget Changes

- Operating decreases based on estimates of landfill gas and ground water monitoring fees.
- Capital decreases mainly due to the one-time expense for a cover over the drop-off site at Hoods Mill Landfill in FY 16.



# Northern Landfill

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$530,226	\$516,300	\$527,980	\$540,380	4.66%	2.35%
Benefits	337,503	345,290	346,180	347,430	0.62%	0.36%
Operating	1,041,687	1,065,030	1,065,030	1,091,390	2.48%	2.48%
Capital	358,367	626,100	626,100	737,500	17.79%	17.79%
<b>Total</b>	<b>\$2,267,783</b>	<b>\$2,552,720</b>	<b>\$2,565,290</b>	<b>\$2,716,700</b>	<b>6.42%</b>	<b>5.90%</b>
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

Dusty Hilbert, Bureau Chief (410) 386-2035  
 Sheree Lima, Management and Budget Project Coordinator  
 (410) 386-2082  
<http://ccgovernment.carr.org/ccg/recycle/docs/northern.pdf>

## Mission

To ensure adequate space for landfilling non-transferable waste by conserving existing air space and planning for landfill cell expansion when needed.

## Description

Northern Landfill is the County's only operational landfill and waste transfer station. Facilities are provided for:

- Waste disposal
- Recycling
- Acceptance and processing of yard waste
- Waste oil and antifreeze drop-off
- Scrap tire collection
- Goodwill collection site
- Scrap metal and appliances
- Vinyl siding recycling
- Electronic recycling

Currently between 80% and 90% of the waste delivered to the Northern Landfill and Hoods Mill drop-off site is transferred to a landfill in Pennsylvania and the remainder buried at Northern Landfill. Beginning in FY 17, the percentage of waste transferred and waste buried will change to approximately 60% and 40% respectively. Burying waste at Northern Landfill will eliminate the costs of transferring the waste to Pennsylvania. The savings will be accumulated to help implementation of a long-term waste management plan and recycling plan being developed.

## Budget Changes

- The increase from FY 16 Original to Adjusted is due to employee turnover.
- A 2.5% salary increase is included in FY 17.
- Operating increases due to asphalt repairs near the scale house, increased leachate disposal and repair part expenses.
- Capital increases due to the replacement of a compactor and a stainless steel tank to haul leachate.

## Positions

Title	Type	FTE
Foreman	Full-time	2.00
Heavy Equipment Mechanic	Full-time	1.00
Landfill Equipment Operator	Full-time	5.00
Landfill Superintendent	Full-time	1.00
Maintenance Technician	Full-time	1.00
Office Associate	Full-time	1.00
<b>Total</b>		<b>11.00</b>

# Recycling Operations

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$53,502	\$54,640	\$54,770	\$56,140	2.75%	2.50%
Benefits	31,194	32,470	32,480	32,780	0.95%	0.92%
Operating	182,526	232,880	232,880	698,490	199.94%	199.94%
Capital	9,000	9,000	9,000	9,000	0.00%	0.00%
<b>Total</b>	<b>\$276,222</b>	<b>\$328,990</b>	<b>\$329,130</b>	<b>\$796,410</b>	<b>142.08%</b>	<b>141.97%</b>
Employees FTE	1.00	1.00	1.00	1.00	-----	-----

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

## Contact

**Dusty Hilbert, Bureau Chief (410) 386-2035**  
**Sheree Lima, Management and Budget Project Coordinator**  
**(410) 386-2082**  
<http://ccgovernment.carr.org/ccg/recycle/>

The services at the recycling center are provided through a contract with The Arc Carroll County. Scrap metal, batteries and electronics are collected at Northern Landfill and disposal is managed by contractors. Yard trim is managed through a private contractor.

## Mission and Goals

To promote an integrated Solid Waste Management Program that includes: waste prevention, reuse, recycling and minimal waste disposal by providing residents and businesses with information, training and outreach in order to benefit the environment by saving natural resources, energy and landfill space, and by preventing pollution.

### Goals include:

- Exceed the State of Maryland's mandate of 35%
- Educate County residents and businesses on proper waste management practices including:
  - Waste prevention
  - Reuse
  - Recycling
  - Minimal disposal

## Budget Changes

- A 2.5% salary increase is included in FY 17.
- Operating increases due to disposal costs of single stream and electronics recycling. Prior to FY 16 the County received revenue for recycling, but due to market conditions the County is now paying approximately \$27 per ton for single stream recycling and will likely pay for electronics in FY 17.

## Positions

Title	Type	FTE
<i>Recycling Manager</i>	Full-time	1.00
<b>Total</b>		<b>1.00</b>

## Description

The County offers voluntary recycling opportunities for all residents and businesses. Licensed haulers are required to offer all of their customers a curbside recycling service. A full-service recycling center is located at the Northern Landfill for all residents and businesses that wish to self-haul their recyclables. The items the County accepts for recycling include:

- Single stream
- Paper and cardboard
- Plastics and rigid plastics
- Grocery and empty clear food bags
- Textiles
- Electronic
- Aluminum
- White goods/scrap metal
- Yard trimmings
- Styrofoam
- Kitchen Frying Oil
- Motor/Oil/Antifreeze
- Vinyl Siding

# Solid Waste Accounting Administration

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$191,410	\$196,930	\$194,330	\$197,660	0.37%	1.71%
Benefits	138,307	157,800	157,600	155,670	-1.35%	-1.22%
Operating	1,066,591	676,490	676,490	706,410	4.42%	4.42%
Capital	318	600	600	600	0.00%	0.00%
<b>Total</b>	<b>\$1,396,625</b>	<b>\$1,031,820</b>	<b>\$1,029,020</b>	<b>\$1,060,340</b>	<b>2.76%</b>	<b>3.04%</b>
Employees FTE	5.75	5.75	5.75	5.75	-----	-----

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

## Contact

Michael Ensor, Accounting Supervisor (410) 386-2008  
 Sheree Lima, Management and Budget Project Coordinator  
 (410) 386-2082  
<http://ccgovernment.carr.org/ccg/solidwaste>

## Mission and Goals

To provide accounting tasks and system support for the Solid Waste Enterprise Fund and to provide customer service to all users of the landfill.

## Description

This budget reflects the cost of accounting and weighmaster operations at Northern Landfill. The responsibilities include:

- Determining the type of waste being brought into the landfill
- Determining eligibility of the waste being brought in (generally only waste generated in Carroll County is accepted)
- Collecting landfill fees
- Keeping records of what type of waste is brought in by haulers and billing

## Budget Changes

- A 2.5% salary increase is included in FY 17.
- Operating increases mainly due to post-closure liability slightly offset by decreases in debt service.

## Positions

Title	Type	FTE
Accounting Associate	Full-time	0.50
Accounting Supervisor	Full-time	0.50
Weighmaster	Full-time	4.75
<b>Total</b>		<b>5.75</b>

50% of the Accountant and Accounting Supervisor positions are charged to the Utilities Enterprise Fund.

# Solid Waste Transfer Station

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$0	\$0	\$0	\$0	0.00%	0.00%
Benefits	0	0	0	0	0.00%	0.00%
Operating	4,688,424	4,866,800	4,866,800	3,144,300	-35.39%	-35.39%
Capital	0	0	0	0	0.00%	0.00%
<b>Total</b>	<b>\$4,688,424</b>	<b>\$4,866,800</b>	<b>\$4,866,800</b>	<b>\$3,144,300</b>	<b>-35.39%</b>	<b>-35.39%</b>
Employees FTE	0.00	0.00	0.00	0.00	-----	-----

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

## Contact

**Dusty Hilbert, Bureau Chief (410) 386-2035**  
**Sheree Lima, Management and Budget Project Coordinator**  
**(410) 386-2082**

## Mission

To ensure facilities and resources are in place to manage approximately 90,000 tons per year of solid waste with an out-of-County transfer/disposal operation.

## Description

The transfer station became operational on December 1, 1998. It allows the County to accept solid waste from residents and businesses and then transport the waste to a landfill in Pennsylvania for disposal. Approximately ten to fifteen trailers are loaded daily for the trip to the landfill in Pennsylvania.

Currently between 80% and 90% of the waste delivered to the Northern Landfill and Hoods Mill drop off site is transferred to a landfill in Pennsylvania and the remainder buried at Northern Landfill. Beginning in FY 17, the percentage of waste transferred and waste buried will change to approximately 60% and 40% respectively. Burying waste at Northern Landfill will eliminate the cost of transferring the waste to Pennsylvania. The savings will be accumulated to help fund a long-term management plan being developed.

## Budget Changes

Operating decreases due to a reduction in the estimated municipal solid waste tonnage to be transferred to a landfill in Pennsylvania.



**COMMUNITY INVESTMENT PLAN - Schedule of Reappropriations  
Fiscal Year 2017**

Reappropriations may occur when there are unspent budgeted funds from a completed or cancelled project or when there is an unallocated project that holds funds for a future use.

**Enterprise Funds**

<b>Project</b>		<b>Amount/Source</b>		
<b>From</b>	<b>To</b>	<b>Current</b>	<b>Bonds</b>	<b>Other</b>
6535 Northern Landfill Office	6537 Bark Hill Remediation and Maintenance	\$8,506.38		
		\$8,506.38	\$0.00	\$0.00

*Utilities Enterprise Fund*

# Utilities Enterprise Fund Summary

Sources of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 15	Budget FY 16	Budget FY 16		FY 17	From Orig. FY 16
MES Reimbursement	\$20,981	\$25,000	\$25,000	\$25,000	0.00%	0.00%
Water Usage	4,188,608	4,196,964	4,196,964	4,592,535	9.43%	9.43%
Sewer Usage	5,740,687	5,863,471	5,863,471	5,862,166	-0.02%	-0.02%
Lateral/Meter Service	70,593	17,500	17,500	0	-100.00%	-100.00%
Interest Income	215,416	7,500	7,500	18,000	140.00%	140.00%
Rents	141,392	142,560	142,560	146,000	2.41%	2.41%
Miscellaneous	102,852	93,325	93,325	93,219	-0.11%	-0.11%
Transfer from General Fund	199,420	189,350	189,350	204,490	8.00%	8.00%
<b>Total Sources of Funding</b>	<b>\$10,679,948</b>	<b>\$10,535,670</b>	<b>\$10,535,670</b>	<b>\$10,941,410</b>	<b>3.85%</b>	<b>3.85%</b>

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 15	Budget FY 16	Budget FY 16		FY 17	From Orig. FY 16
BOU Administration	\$1,840,971	\$1,810,900	\$1,789,410	\$1,832,070	1.17%	2.38%
Board of Education Facilities	173,672	189,350	175,300	204,490	8.00%	16.65%
Freedom Sewer	2,166,601	2,581,550	2,576,680	2,514,195	-2.61%	-2.43%
Freedom Water	2,606,153	2,776,760	2,793,950	2,917,055	5.05%	4.41%
Hampstead Sewer	750,534	898,605	898,605	898,350	-0.03%	-0.03%
Other Water and Sewer	125,522	117,400	110,495	103,275	-12.03%	-6.53%
Capital - Repair, Replace, Rehabilitate	2,224,545	2,161,105	2,161,105	2,471,975	14.38%	14.38%
<b>Total Uses of Funding</b>	<b>\$9,887,998</b>	<b>\$10,535,670</b>	<b>\$10,505,545</b>	<b>\$10,941,410</b>	<b>3.85%</b>	<b>4.15%</b>

Enterprise Fund budgets are presented based on cash expenses, depreciation is not included and bond principal has been added. The line item Capital - Repair, Replace, Rehabilitate captures the annual amount generated by the operating revenue available to repair, replace, or rehabilitate capital assets.



# Utilities Operating Summary

	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
BOU Administration	\$1,840,971	\$1,810,900	\$1,789,410	\$1,832,070	1.17%	2.38%
Board of Education Facilities	173,672	189,350	175,300	204,490	8.00%	16.65%
Freedom Sewer	2,166,601	2,581,550	2,576,680	2,514,195	-2.61%	-2.43%
Freedom Water	2,606,153	2,776,760	2,793,950	2,917,055	5.05%	4.41%
Hampstead Sewer	750,534	898,605	898,605	898,350	-0.03%	-0.03%
Other Water and Sewer	125,522	117,400	110,495	103,275	-12.03%	-6.53%
<b>Total Utilities Operations</b>	<b>\$7,663,453</b>	<b>\$8,374,565</b>	<b>\$8,344,440</b>	<b>\$8,469,435</b>	<b>1.13%</b>	<b>1.50%</b>

## 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 6,817 sewer accounts. The system has 126 miles of collection lines and 13 pumping stations. The Hampstead Sewer System serves 2,264 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 8,386 water accounts.

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to employee turnover.
- A 2.5% salary increase is included in FY 17.
- BOU Administration increases due to benefit allocations associated with employee turnover.
- Board of Education Facilities increases due to one-time costs of painting tanks at the South Carroll Wastewater Treatment Plant.
- Freedom Water increases due to water purchases from City of Baltimore and replacement of filters at Raincliffe Well.

# Bureau of Utilities Administration

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$379,184	\$422,350	\$402,400	\$412,310	-2.38%	2.46%
Benefits	222,274	212,390	210,850	240,460	13.22%	14.04%
Operating	1,071,057	1,068,160	1,068,160	1,058,300	-0.92%	-0.92%
Capital	168,456	108,000	108,000	121,000	12.04%	12.04%
<b>Total</b>	<b>\$1,840,971</b>	<b>\$1,810,900</b>	<b>\$1,789,410</b>	<b>\$1,832,070</b>	<b>1.17%</b>	<b>2.38%</b>
<b>Employees FTE</b>	<b>7.83</b>	<b>7.88</b>	<b>7.60</b>	<b>7.60</b>	<b>-----</b>	<b>-----</b>

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

## Contact

**Jeffrey Topper, Deputy Director of Public Works**  
(410) 386-2035

**Robin Hooper, Management and Budget Project**  
Coordinator (410) 386-2082

<http://ccgoverment.carr.org/ccg/util/>

## Mission and Goals

To keep all facilities, including water booster stations, sewer pumping stations, water and wastewater treatment plants, distribution lines, and collection systems, at peak performance with no interruptions in service.

### Goals include:

- Maintain all equipment to keep facilities operational at all times
- Continue to protect the environment while complying with all State and Federal regulations

## Description

The funds in this budget support the administration and accounting of water and wastewater facilities including:

- Thirteen sewer pumping stations and 126 miles of collection lines in the Freedom District
- Seven sewer pumping stations and 35 miles of collection lines in the Hampstead area
- Five wastewater treatment plants
- Water booster stations and 140 miles of water distribution lines
- Six water tanks
- Four groundwater facilities
- Four water treatment facilities

Total of number of accounts:

2012	2013	2014	2015
10,669	10,716	10,802	10,815

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to employee turnover.
- A 2.5% salary increase is included in FY 17.
- Benefits increase due to employee turnover.

- Capital increases due to an increase in replacement cost of three vehicles.

## Positions

The organizational structure for the administration of the Bureau of Utilities is split between two County departments.

The Comptroller oversees the accounting function:

Title	Type	FTE
<i>Accountant</i>	Full-time	0.50
<i>Accounting Supervisor</i>	Full-time	0.50
<i>Accounting Technician</i>	Full-time	1.00
<b>Total</b>		<b>2.00</b>

50% of the Accountant and Accounting Supervisor positions are charged to the Solid Waste Enterprise Fund.

The Director of Public Works oversees the remainder of the administrative function:

Title	Type	FTE
<i>Admin Office Associate</i>	Full-time	1.05
<i>Bureau Chief</i>	Full-time	1.00
<i>Deputy Director</i>	Full-time	0.25
<i>Director</i>	Full-time	0.05
<i>GIS Analyst</i>	Full-time	0.25
<i>Office Associate</i>	Full-time	1.00
<i>Utilities Operations Manager</i>	Full-time	1.00
<i>Water and Sewer Engineer</i>	Full-time	1.00
<b>Total</b>		<b>5.60</b>

5% of the Director, 40% of the Administrative Assistant and 25% of the Deputy Director are charged to the Solid Waste Enterprise Fund. In addition, 5% of the Director, 5% of the Administrative Assistant and 25% of the Deputy Director are charged to the Airport Enterprise Fund. The remaining 85% of the Director, 25% of the Deputy Director, 50% of an Administrative Assistant, and 75% of the GIS Analyst are charged to the General Fund.

# Board of Education Facilities

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$81,889	\$77,040	\$63,990	\$63,020	-18.20%	-1.52%
Benefits	34,389	42,560	41,560	38,010	-10.69%	-8.54%
Operating	57,395	69,750	69,750	71,960	3.17%	3.17%
Capital	0	0	0	31,500	100.00%	100.00%
<b>Total</b>	\$173,672	\$189,350	\$175,300	\$204,490	8.00%	16.65%
<b>Employees FTE</b>	1.34	1.34	1.34	1.34	-----	-----

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

## Contact

**Jeffrey Topper, Deputy Director of Public Works**  
(410) 386-2035

**Robin Hooper, Management and Budget Project**  
Coordinator (410) 386-2082

## Mission

To operate and maintain the wastewater treatment plants for the Board of Education Facilities and to meet the needs of the schools served.

## Description

Funds in this budget are used to operate and maintain the following facilities serving schools:

- South Carroll Wastewater Treatment Plant
- Winfield Sewer Pumping Station
- Runnymede Wastewater Treatment Plant
- Francis Scott Key Pumping Station

## Budget Changes

- The increase from FY 16 Original to Adjusted is due to employee turnover.
- A 2.5% salary increase is included in FY 17.
- Capital increases due to the one-time cost of painting tanks at the South Carroll Wastewater Treatment Plant.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Apprentice Operator</i>	Full-time	0.67
<i>WWTP Assistant Superintendent</i>	Full-time	0.67
<b><i>Total</i></b>		1.34

33% of the Operator and the Plant Superintendent positions are charged to the Other Water/Sewer budget.

# Freedom Sewer

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$284,189	\$316,010	\$311,480	\$313,630	-0.75%	0.69%
Benefits	216,370	227,710	227,370	218,950	-3.85%	-3.70%
Operating	1,588,518	1,960,230	1,960,230	1,975,230	0.77%	0.77%
Capital	77,523	77,600	77,600	6,385	-91.77%	-91.77%
<b>Total</b>	<b>\$2,166,601</b>	<b>\$2,581,550</b>	<b>\$2,576,680</b>	<b>\$2,514,195</b>	<b>-2.61%</b>	<b>-2.43%</b>
<b>Employees FTE</b>	<b>7.33</b>	<b>7.33</b>	<b>7.33</b>	<b>7.33</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Jeffrey Topper, Deputy Director of Public Works  
(410) 386-2035

Robin Hooper, Management and Budget Project  
Coordinator (410) 386-2082

## Mission

To maintain and operate the Freedom Sewer system at peak performance, with no interruptions in service, while protecting the environment.

## Description

Funds in this budget are used to operate and maintain the following facilities:

- 126 miles of collections lines
- 13 pumping stations
- A wastewater treatment plant

The Freedom Sewer system serves approximately 6,670 sewer accounts.

The wastewater treatment plant can process 3.5 million gallons per day. The County generates 87% of the flows and the State generates 13%. Maryland Environment Services (MES) owns and operates the plant.

## Budget Changes

- The decrease from FY 16 Original to Adjusted is due to employee turnover.
- Personnel increases due to a 2.5% salary adjustment partially offset by a reduction in overtime.
- Operating increases due to an increase in the operating contract with Maryland Environmental Services for the Freedom Wastewater Treatment Plant slightly offset by a decrease in emergencies.
- Capital decreases due to fewer pump replacements.

## Positions

Title	Type	FTE
<i>Apprentice Operator</i>	Full-time	1.00
<i>Collection Superintendent</i>	Full-time	1.00
<i>Collection System Operator</i>	Full-time	4.00
<i>Maintenance Mechanic</i>	Full-time	1.00
<i>Maintenance Worker</i>	Full-time	0.33
<b>Total</b>		<b>7.33</b>

33% of the Maintenance Worker position is charged to Hampstead Sewer and 34% is charged to Freedom Water.

# Freedom Water

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$598,277	\$621,790	\$637,770	\$651,860	4.84%	2.21%
Benefits	276,531	284,605	285,815	329,690	15.84%	15.35%
Operating	1,646,864	1,759,565	1,759,565	1,770,565	0.63%	0.63%
Capital	84,481	110,800	110,800	164,940	48.86%	48.86%
<b>Total</b>	<b>\$2,606,153</b>	<b>\$2,776,760</b>	<b>\$2,793,950</b>	<b>\$2,917,055</b>	<b>5.05%</b>	<b>4.41%</b>
<b>Employees FTE</b>	<b>13.34</b>	<b>13.34</b>	<b>14.34</b>	<b>14.34</b>	<b>-----</b>	<b>-----</b>

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

## Contact

**Jeffrey Topper, Deputy Director of Public Works  
(410) 386-2035**

**Robin Hooper, Management and Budget Project  
Coordinator (410) 386-2082**

## Mission

To provide the customers of the Freedom District with a potable water supply that meets or exceeds State standards.

## Description

The Freedom area water-system includes:

- 139 miles of distribution lines
- One booster station
- Four water tanks
- Two ground wells

The Freedom Water system serves approximately 8,280 accounts.

The 4.0 million gallon water treatment plant was built in 2009. All water treated is purchased from Baltimore City and is taken from Liberty Reservoir. There is one booster station, located at Martz Road, 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 16 Original to Adjusted is due to salary adjustments and a new water treatment plant operator. The cost of the position was offset by a reduction in overtime.
- A 2.5% salary increase is included in FY 17.
- Benefits increase due to employee turnover.
- Operating increases due to water purchases from the City of Baltimore, partially offset by structural repairs of Raincliffe Well in FY 16.
- Capital increases for replacement of filters at Raincliffe Well.

## Positions

Title	Type	FTE
<i>Distribution Apprentice Operator</i>	Full-time	1.00
<i>Distribution Operator</i>	Full-time	2.00
<i>Distribution Superintendent</i>	Full-time	1.00
<i>Maintenance Mechanic</i>	Full-time	1.00
<i>Maintenance Worker</i>	Full-time	0.34
<i>Plant Apprentice Operator</i>	Full-time	6.00
<i>Plant Assistant Superintendent</i>	Full-time	2.00
<i>Plant Superintendent</i>	Full-time	1.00
<b>Total</b>		<b>14.34</b>

33% of the Maintenance Worker position is charged to Hampstead Sewer and 33% is charged to Freedom Sewer.

# Hampstead Sewer

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$204,554	\$196,970	\$196,980	\$200,720	1.90%	1.90%
Benefits	84,547	139,780	139,770	138,425	-0.97%	-0.96%
Operating	429,385	537,055	537,055	521,905	-2.82%	-2.82%
Capital	32,047	24,800	24,800	37,300	50.40%	50.40%
<b>Total</b>	<b>\$750,534</b>	<b>\$898,605</b>	<b>\$898,605</b>	<b>\$898,350</b>	<b>-0.03%</b>	<b>-0.03%</b>
<b>Employees FTE</b>	<b>4.33</b>	<b>4.33</b>	<b>4.33</b>	<b>4.33</b>	<b>-----</b>	<b>-----</b>

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

## Contact

Jeffrey Topper, Deputy Director of Public Works  
(410) 386-2035

Robin Hooper, Management and Budget Project  
Coordinator (410) 386-2082

## Mission

To maintain and operate the Hampstead sewer system at peak performance, with no interruptions in service, while protecting the environment.

## Description

The Hampstead sewer system services approximately 2,260 accounts and consists of:

- Thirty-five miles of collection lines
- Seven pumping stations
- A wastewater treatment plant

The seven pumping stations include:

- North
- Small Crossings
- Shiloh
- North Carroll Farms
- South Hampstead
- Eagle Ridge
- Robert's Field

The pumping stations are needed to move the wastewater through the collection lines in areas where the force of gravity is not sufficient to do so.

## Budget Changes

- A 2.5% salary increase is included in FY 17.
- Operating decreases due to a reduction in sludge removal.
- Capital increases due to replacement of lab equipment.

## Positions

Title	Type	FTE
<i>Apprentice Operator</i>	Full-time	1.00
<i>Maintenance Mechanic</i>	Full-time	2.00
<i>Maintenance Worker</i>	Full-time	0.33
<i>Treatment Plant Superintendent</i>	Full-time	1.00
<b>Total</b>		<b>4.33</b>

34% of the Maintenance Worker position is charged to Freedom Water and 33% is charged to Freedom Sewer.

# Other Water/Sewer

Description	Actual FY 15	Original Budget FY 16	Adjusted Budget FY 16	Budget FY 17	% Change From Orig. FY 16	% Change From Adj. FY 16
Personnel	\$40,333	\$38,400	\$31,980	\$32,090	-16.43%	0.34%
Benefits	20,562	20,905	20,420	20,175	-3.49%	-1.20%
Operating	42,897	47,095	47,095	51,010	8.31%	8.31%
Capital	21,730	11,000	11,000	0	0.00%	0.00%
<b>Total</b>	\$125,522	\$117,400	\$110,495	\$103,275	-12.03%	-6.53%
<b>Employees FTE</b>	0.66	0.66	0.66	0.66	-----	-----

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

## Contact

Jeffrey Topper, Deputy Director of Public Works  
(410) 386-2035

Robin Hooper, Management and Budget Project  
Coordinator (410) 386-2082

## Mission

To maintain and operate the small sewer/water systems at peak performance, without interruptions in service, while protecting the environment.

## Description

The funds in this budget support the following systems:

- Bark Hill Water
- Pleasant Valley Water
- Pleasant Valley Sewer

Bark Hill serves 62 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 2.5% salary increase is included in FY 17.
- Capital decreases due to the one-time costs for replacing walkway grates.

## Positions

Title	Type	FTE
<i>Apprentice Operator</i>	Full-time	0.33
<i>Plant Superintendent</i>	Full-time	0.33
<b>Total</b>		0.66

67% of the Operator and the Plant Superintendent positions are charged to Board of Education Facilities.

COMMUNITY INVESTMENT PLAN FOR FISCAL YEARS 2017 TO 2022

	2017	2018	2019	2020	2021	2022	Prior Allocation	Balance to Complete	Total Project Cost
<b>UTILITIES ENTERPRISE:</b>									
Freedom District Relief Sewer No.10 (Sykesville Interceptor)	\$525,500	\$2,696,200	\$0	\$0	\$0	\$0	\$405,300	\$0	\$3,627,000
Hydrant Replacements	118,000	124,000	130,000	137,000	143,000	150,150	0	0	802,150
Patapsco Valley Pump Station Upgrade	0	0	0	0	0	356,400	0	0	356,400
Piney Run Pump Station Improvements	60,000	0	0	0	0	0	305,000	0	365,000
Pleasant Valley WWTP Rehabilitation	0	0	0	0	0	825,000	0	0	825,000
Roberts Field Pump Station Rehabilitation	198,000	0	0	0	0	0	0	0	198,000
Sewer Main Rehabilitation	433,000	455,000	477,100	501,000	526,000	553,000	0	0	2,945,100
Sewer Manhole Rehabilitation	222,000	233,000	245,000	258,000	271,000	285,000	0	0	1,514,000
South Carroll High WWTP Rehabilitation	0	0	0	0	0	566,500	0	0	566,500
Standby Generator Replacement	133,350	151,000	0	192,000	211,000	39,000	0	0	726,350
Stone Manor Pump Station Rehabilitation	302,500	0	0	0	0	0	0	0	302,500
Tank Painting, Repair and Rehabilitation	275,000	322,000	1,000,000	350,000	424,000	450,000	0	0	2,821,000
Town of Sykesville Streetscape Water and Sewer Upgrades	550,000	0	0	5,145,000	0	0	0	0	5,695,000
Town of Sykesville Water and Sewer Upgrades	0	0	0	0	900,000	1,475,000	0	8,900,000	11,275,000
Water Main Loops	335,000	352,000	370,000	389,000	408,000	428,000	489,000	800,000	3,571,000
Water Main Valve Replacements	241,500	254,000	266,000	280,000	293,500	308,000	0	0	1,643,000
Water Meters	865,000	590,000	620,000	650,000	683,000	717,000	0	0	4,125,000
Water Service Line Replacement	235,000	246,750	259,000	272,000	285,600	300,000	0	0	1,598,350
Water/Sewer Studies	0	0	0	100,000	0	0	400,000	0	500,000
Waters Edge Pump Station Rehabilitation	0	260,000	0	0	0	0	0	0	260,000
West Hampstead Collector Sewer Main Upgrade/Repair	1,697,400	0	0	0	0	0	147,600	0	1,845,000
Winfield Pump Station Upgrade	0	0	0	0	0	181,500	0	0	181,500
<b>UTILITIES ENTERPRISE TOTAL</b>	<b>\$6,191,250</b>	<b>\$5,683,950</b>	<b>\$3,367,100</b>	<b>\$8,274,000</b>	<b>\$4,145,100</b>	<b>\$6,634,550</b>	<b>\$1,746,900</b>	<b>\$9,700,000</b>	<b>\$45,742,850</b>
<b>SOURCES OF FUNDING:</b>									
Transfer from General Fund	\$0	\$0	\$0	\$0	\$50,000	\$748,000	\$0	\$0	\$798,000
Utilities User Fees	5,665,750	2,987,750	3,367,100	3,369,000	3,195,100	4,411,550	1,341,600	800,000	25,137,850
Maintenance Fee	85,255	437,839	0	4,905,000	900,000	1,475,000	65,817	8,900,000	16,768,911
Area Connection Charges	440,245	2,258,361	0	0	0	0	339,483	0	3,038,089
<b>UTILITIES ENTERPRISE TOTAL</b>	<b>\$6,191,250</b>	<b>\$5,683,950</b>	<b>\$3,367,100</b>	<b>\$8,274,000</b>	<b>\$4,145,100</b>	<b>\$6,634,550</b>	<b>\$1,746,900</b>	<b>\$9,700,000</b>	<b>\$45,742,850</b>



*Grant Fund*

# Grant Fund Summary

Sources of Funding	Actual	Original	Adjusted <sup>1</sup>	Budget	% Change	% Change
	FY 15	Budget FY 16	Budget FY 16	Budget FY 17	From Orig. FY 15	From Adj. FY 15
Federal	\$5,530,834	\$5,873,504	\$5,881,768	\$5,350,597	-8.90%	-9.03%
Federal / Pass thru State	3,647,538	3,990,412	5,236,617	4,382,034	9.81%	-16.32%
State	3,368,905	3,402,023	2,826,512	2,750,339	-19.16%	-2.69%
Endowments	29,980	30,000	40,000	30,000	0.00%	-25.00%
Recreation Program Fees	257,137	166,900	175,000	176,900	5.99%	1.09%
Miscellaneous	225,394	0	0	0	0.00%	0.00%
Donations	135,705	68,500	68,500	63,000	-8.03%	-8.03%
County Match	1,467,681	1,935,550	1,928,625	1,901,960	-1.74%	-1.38%
<b>Total Sources of Funding</b>	<b>\$14,663,173</b>	<b>\$15,466,889</b>	<b>\$16,157,022</b>	<b>\$14,654,830</b>	<b>-5.25%</b>	<b>-9.30%</b>

Uses of Funding	Actual	Original	Adjusted	Budget	% Change	% Change
	FY 15	Budget FY 16	Budget FY 16	Budget FY 17	From Orig. FY 15	From Adj. FY 15
Aging and Disabilities	\$1,815,512	\$1,700,055	\$1,729,964	\$1,752,046	3.06%	1.28%
BERC	972,007	1,379,924	1,845,562	1,539,320	11.55%	-16.59%
Carroll Community College	300,000	300,000	300,000	300,000	0.00%	0.00%
Circuit Court	774,594	597,840	597,840	632,250	5.76%	5.76%
Citizen Services State	3,121	4,000	4,000	4,000	0.00%	0.00%
Comprehensive Planning	50,050	70,820	70,820	70,000	-1.16%	-1.16%
Conservation and Natural Resources	18,021	0	0	0	0.00%	0.00%
County Attorney	2,000	0	0	0	0.00%	0.00%
Economic Development	34,498	0	0	0	0.00%	0.00%
Emergency Management	776,953	518,800	527,627	527,520	1.68%	-0.02%
Farm Museum Endowment	18,623	30,000	30,000	30,000	0.00%	0.00%
Housing and Community Development	6,534,628	6,151,473	6,311,560	5,606,693	-8.86%	-11.17%
Local Management Board	1,016,841	1,170,921	1,170,921	1,168,817	-0.18%	-0.18%
Public Works Transit	1,355,873	2,129,346	2,129,346	2,485,974	16.75%	16.75%
Recreation	269,412	175,000	175,000	185,000	5.71%	5.71%
Solid Waste	13,362	0	0	0	0.00%	0.00%
Sheriff Services	293,224	232,010	257,682	204,610	-11.81%	-20.60%
State's Attorney's Office	894,683	961,700	961,700	113,600	-88.19%	-88.19%
Tourism	42,943	45,000	45,000	35,000	-22.22%	-22.22%
<b>Total Uses of Funding</b>	<b>\$15,186,345</b>	<b>\$15,466,889</b>	<b>\$16,157,022</b>	<b>\$14,654,830</b>	<b>-5.25%</b>	<b>-9.30%</b>

<sup>1</sup> At the time the FY 16 Budget was adopted, it was still uncertain if the County would continue to receive some grants, get new grants, or the amount of those grants. Because of this uncertainty, the Adjusted Budget column is a more accurate figure.

# FY 17 Program Summary by Function

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Function	County Match/Contribution	Grant Funding	Total Program
Aging and Disabilities	\$96,750	\$1,655,296	1,752,046
Business and Employment Resource Center	0	1,539,320	1,539,320
Carroll Community College	300,000	0	300,000
Circuit Court	117,890	514,360	632,250
Citizen Services State	4,000	0	4,000
Comprehensive Planning	0	70,000	70,000
Emergency Management	0	527,520	527,520
Farm Museum Endowment	0	30,000	30,000
Housing and Community Development	28,000	5,578,693	5,606,693
Local Management Board	57,000	1,111,817	1,168,817
Public Works Transit	1,177,000	1,308,974	2,485,974
Recreation	8,100	176,900	185,000
Sheriff Services	55,620	148,990	204,610
State's Attorney's Office	57,600	56,000	113,600
Tourism	0	35,000	35,000
<b>Total Grants</b>	<b>\$1,901,960</b>	<b>\$12,752,870</b>	<b>\$14,654,830</b>

# Aging and Disabilities – Grants

Grant Title	FY 15 Budget	FY 16 Budget	FY 17 Budget	Percent Change	County Contribution
Title III C1 (Congregate Meals)	\$280,636	\$306,846	\$271,402	-11.55%	\$0
Title III C2 (Home Delivered Meals)	89,437	102,616	86,190	-16.01%	0
Title III B (Supportive Services)	133,125	146,017	203,348	39.26%	30,000
Title III D (Health Promotion)	8,370	9,000	9,000	0.00%	0
Senior Inclusion Program	367,880	293,969	298,980	1.70%	0
Senior Guardianship Program	45,405	38,908	35,037	-9.95%	0
Senior Information and Assistance	76,345	76,345	77,707	1.78%	61,500
Senior Health Insurance Program	27,305	26,587	29,982	12.77%	0
Senior Coordinated Community Care	179,227	176,924	179,818	1.64%	5,250
Senior Assisted Housing	85,020	90,604	98,000	8.16%	0
Senior Medicare Patrol Program	9,074	6,979	5,776	-17.24%	0
Maryland Access Point	100,000	0	0	0.00%	0
Federal Financial Participation	0	74,628	100,000	34.00%	0
Community Options Waiver	278,000	222,000	235,000	5.86%	0
Money Follows Person	22,000	10,000	7,000	-30.00%	0
National Caregiver	54,120	59,894	56,992	-4.85%	0
Ombudsman	56,822	58,738	57,814	-1.57%	0
<b>Total Aging Grants</b>	<b>\$1,812,766</b>	<b>\$1,700,055</b>	<b>\$1,752,046</b>	<b>3.06%</b>	<b>\$96,750</b>

Some grants require the County to match funding or contribute a certain percentage of the cost of the program in order to receive the grant funding. The County is contributing more than the required match for these grants and supports an operating budget for Aging of \$1,143,080.

## Title III C1 Congregate Meals

These funds support various health and nutritional programs offered at the five senior centers located throughout Carroll County. This program provides for a balanced nutrition program at each of the centers for adults 60 years of age and older.

## Title III C2 Home Delivered Meals

These funds support the delivery of meals to homebound persons who are unable to shop for and/or prepare meals for themselves due to illness, injury or disability. Two meals are provided daily.

## Title III B

Programs supported by these funds include the ombudsman program, elder abuse, outreach, education, in-home care, training, counseling, advocacy, legal assistance, income tax assistance, employee assistance programs and transportation.

## Title III D Health Promotion

These funds are used to improve the level of functioning and increase the level of independence for older adults by providing education and essential services to promote overall health, physical fitness and mental acuity for all seniors.

## Senior Inclusion Program

This program is designed to offer both structured and non-structured activities to older adults with disabilities within a mainstreamed setting.

## Senior Guardianship

This program services adults who, as determined by a court of law, require a surrogate decision maker. Decisions made by the Public Guardian include medical care involving surgery, invasive diagnostic procedures, medications and placement in nursing homes or community facilities.

## Senior Information and Assistance

The Senior Information and Assistance program is the first step in finding resources, public benefits, services and activities for older adults, their families and friends. Assessment, follow-up service, assistance in completing applications and referrals to other public and private agencies are also part of the Senior Information and Assistance services. This program is part of a state and national network that provides information about community programs for older adults anywhere in the United States.

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# Aging and Disabilities – Grants

## Senior Health Insurance Program

Senior Health Insurance Assistance program provides health insurance information and counseling services to Medicare beneficiaries, regardless of age, and their families and caregivers. Anyone is welcome to call with long-term care insurance questions, questions about Medicare billing issues and prescription drug help. Trained volunteers provide confidential counseling services free of charge.

## Senior Coordinated Community Care

This program helps older adults remain in their homes. Senior Care serves moderately to severely impaired persons 65 years or older who are at risk of entering nursing homes.

## Senior Assisted Housing

Senior Assisted Housing funds provide housing and supportive services, personalized assistance, health-related services, or a combination of these services to meet the needs of residents who are unable to perform, or who need assistance in performing the activities of daily living, in a way that promotes optimum dignity and independence for residents.

## Senior Medicare Patrol Program

The purpose of this program is to increase senior awareness of healthcare fraud, waste and abuse and to mobilize national, state and community resources to work together in resolving and publicizing healthcare fraud concerns.

## Maryland Access Point

These funds are used to support the establishment of an Aging and Disability Resource Center, a single point of entry for adults age 50-up or adults age 18 and up with disabilities to receive information and assistance in obtaining available benefits and services.

## Federal Financial Participation

This funding supports the administrative costs related to the Community First Choice and Maryland Access Point.

## Community Options Waiver

This program services individuals who are medically, technically and financially eligible for Medicaid waiver services who have been transitioned or diverted from a nursing facility. Eligible individuals must be age 18 years or over, require a nursing facility level of care, choose to receive services in the community, and have a cost neutral plan of services that supports the individual to safely live in the community.

## Money Follows Person

This program helps people transition from an institution, for example, a nursing facility, to community living in an apartment, private home, or small group setting.

## National Caregiver Support Program

This program provides support to the caregivers of the elderly. Some of the services provided are respite care, training, support groups, informational resources and referrals to community agencies where services may be obtained.

## Ombudsman

The Long-Term Care Ombudsman Program upholds the rights of residents of nursing homes and assisted living facilities in Carroll County. Information and education is provided about long-term care, including Resident's Rights, Restraints and Elder Abuse.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<i>Accounts Technician</i>	Full-time	1.00
<i>Aging and Disability Supervisor</i>	Full-time	1.00
<i>Community Services Supervisor</i>	Full-time	0.06
<i>Fiscal Supervisor</i>	Full-time	0.06
<i>Instruction and Events Coordinator</i>	Full-time	0.80
<i>Office Technician</i>	Full-time	1.00
<i>Paraprofessional</i>	Contractual	0.95
<i>Program Aide</i>	Full-time	3.00
<i>Program Assistant</i>	Full-time	1.00
<i>Program Coordinator</i>	Full-time	6.00
<i>Program Specialist</i>	Full-time	4.40
<i>Program Technician</i>	Full-time	1.00
<i>Total</i>		<i>20.27</i>

# Business and Employment Resource Center – Grants

Grant Title	FY 15 Budget	FY 16 Budget	FY 17 Budget	Percent Change	County Contribution
WIOA Title I-Adult	\$186,848	\$220,695	\$222,730	0.92%	\$0
WIOA Title I-Dislocated Worker	686,240	788,172	930,120	18.01%	0
WIOA Title I-Youth	196,750	233,065	232,540	-0.23%	0
WIOA Admin	118,870	137,992	153,930	11.55%	0
<b>Total BERC Grants</b>	<b>\$1,188,708</b>	<b>\$1,379,924</b>	<b>\$1,539,320</b>	<b>11.55%</b>	<b>\$0</b>

## 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 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 - 21 years of age who are economically disadvantaged and meet at least one of the following six specific barriers to employment:

- Basic skills deficient
- High school drop out
- Homeless
- Runaway or foster child
- Pregnant or parenting
- Offender

In an effort to focus resources on those most in need, 30% of the funds must be expended on out-of-school youth.

## WIOA Title I-Admin

These funds assist in paying associated administrative costs for the other WIOA programs listed in this section.

## Budget Changes

Beginning in FY 16, due to a change in law, the Workforce Investment Opportunity Act grant funds a full-time Support Specialist.

## Positions

Title	Type	FTE
<i>Business Consultant</i>	Full-time	0.90
<i>Employment Consultant</i>	Full-time	4.00
<i>Resource and Data Specialist</i>	Full-time	1.00
<i>Support Specialist</i>	Full-time	1.00
<i>Youth Program Coordinator</i>	Full-time	1.00
<b>Total</b>		<b>7.90</b>

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

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# Carroll Community College – Grant

<b>Grant Title</b>	<b>FY 15 Budget</b>	<b>FY 16 Budget</b>	<b>FY 17 Budget</b>	<b>Percent Change</b>	<b>County Contribution</b>
<b>Adult Basic Education</b>	\$300,000	\$300,000	\$300,000	0.00%	\$300,000
<b>Total Community College Grant</b>	\$300,000	\$300,000	\$300,000	0.00%	\$300,000

### Adult Basic Education

The grant from the Maryland Department of Education requires a local match. The funds go toward educational services for adults who want to obtain a high school diploma, increase their basic job skills, and improve their literacy skills. The State is projected to provide \$301,511 to the College.

# Circuit Court – Grants

Grant Title	FY 15 Budget	FY 16 Budget	FY 17 Budget	Percent Change	County Contribution
Family Law Administration	\$381,240	\$379,000	\$414,010	9.24%	\$100,960
Child Support Enforcement	42,040	34,840	34,240	-1.72%	12,930
Drug Treatment Court	175,790	184,000	184,000	0%	4,000
<b>Total Circuit Court Grants</b>	<b>\$599,070</b>	<b>\$597,840</b>	<b>\$632,250</b>	<b>5.76%</b>	<b>\$117,890</b>

## Family Law Administration

This grant funds services such as providing referrals and court assistance in family cases. This includes the following functions and staffing.

- The Settlement Officers (outside attorneys) preside over settlement conferences to facilitate family law case settlements to reduce the number of trials.
- The Mediation Coordinator reviews domestic files to determine which cases are appropriate for mediation and coordinates the mediation process, attends domestic violence final protective order hearings to conduct facilitated settlements for consent orders, mediates cases for same day hearings at the request of the Master or Judge when available.

## Child Support Enforcement

The Circuit Court Child Support program facilitates the recovery of child support payments.

## Drug Treatment Court Grant

The Drug Treatment Court Grant provides funds for treatment of adults convicted of drug and alcohol related offenses who have committed non-violent crimes.

## Positions

Title	Type	FTE
<i>Administrative Assistant</i>	Contractual	0.24
<i>Administrative Assistant</i>	Full-time	1.00
<i>Bailiff</i>	Contractual	0.32
<i>Drug Court Case Manager</i>	Full-time	1.00
<i>Drug Court Coordinator</i>	Full-time	1.00
<i>Family Law Administrator</i>	Full-time	1.00
<i>Mediation Coordinator</i>	Full-time	1.00
<i>Visitation Observer</i>	Contractual	2.25
<i>Visitation Services Coordinator</i>	Full-time	1.00
<b>Total</b>		<b>8.81</b>



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# Citizen Services State – Grant

<b>Grant Title</b>	<b>FY 15 Budget</b>	<b>FY 16 Budget</b>	<b>FY 17 Budget</b>	<b>Percent Change</b>	<b>County Contribution</b>
<b>Health Department - Emergency Funds</b>	\$4,000	\$4,000	\$4,000	0.00%	\$4,000
<b>Total Citizen Services State</b>	\$4,000	\$4,000	\$4,000	0.00%	\$4,000

## **Health Department - Emergency Funds**

The funds from this grant are used for eligible clinic patients for necessary and immediate primary medical services not covered by any other health insurance. Eligibility is based on the Federal Income Guidelines 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.

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# Comprehensive Planning – Grant

Grant Title	FY 15 Budget	FY 16 Budget	FY 17 Budget	Percent Change	County Contribution
UPWP	\$163,000	\$70,820	\$70,000	-1.16%	\$0
<b>Total Comprehensive Planning Grant</b>	\$163,000	\$70,820	\$70,000	-1.16%	\$0

## UPWP

Unified Planning Work Program for Transportation Planning details projects and other activities to be completed by the Baltimore Regional Transportation Board. Members include:

- Annapolis
- Anne Arundel County
- Baltimore City
- Baltimore County
- Carroll County
- Harford County
- Howard County

# Emergency Management – Grants

Grant Title	FY 15 Budget	FY 16 Budget	FY 17 Budget	Percent Change	County Contribution
Hazardous Material Emergency Planning	\$111,367	\$111,350	\$116,770	4.87%	\$0
Homeland Security Grants	394,785	407,450	410,750	0.80%	0
<b>Total Emergency Management Grants</b>	\$506,152	\$518,800	\$527,520	1.67%	\$0

## Hazardous Material Emergency Planning

The Hazardous Material Emergency Preparedness program is a Federal pass-through program providing planning and training funds. Under the Hazardous Material Transportation Uniform Safety Act, the grant provides for hazardous materials training and emergency planning training under Section 117A of the Hazard Materials Transportation Act. The State Emergency Response Commission awards these funds to the Local Emergency Planning Committee.

The grant provides funds for:

- Services to maintain the Carroll County Hazardous Materials Plan
- Planning and training for the Local Emergency Planning Committee
- Yearly renewal of the computer-based hazardous materials emergency response program for hazardous materials incidents

## Homeland Security Grants

State Homeland Security funds support the implementation of State Homeland Security Strategies to address the identified planning, organization, equipment, training, and exercise needs to prevent, protect against, mitigate, respond to, and recover from acts of terrorism and other catastrophic events.

Urban Areas Security Initiative program funds address the unique planning, organization, equipment, training, and exercise needs of high-threat, high-density urban areas, and assists them in building an enhanced and sustainable capacity to prevent, protect against, mitigate, respond to, and recover from acts of terrorism.

## Positions

Title	Type	FTE
<i>Emergency Mgmt. Fiscal Planner</i>	Full-time	1.00
<i>Emergency Mgmt. Asst. Coordinator</i>	Full-time	1.00
<i>Paraprofessional</i>	Full-time	1.00
<b>Total</b>		<b>3.00</b>

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# Farm Museum Endowment – Grant

<b>Grant Title</b>	<b>FY 15 Budget</b>	<b>FY 16 Budget</b>	<b>FY 17 Budget</b>	<b>Percent Change</b>	<b>County Contribution</b>
<b>Farm Museum Endowment</b>	\$30,000	\$30,000	\$30,000	0.00%	\$0
<b>Total Farm Museum Endowment Grant</b>	\$30,000	\$30,000	\$30,000	0.00%	\$0

## **Farm Museum Endowment**

The Farm Museum Endowment revenues are derived from a portion of yearly admission passes, donations to the Farm Museum, gift shop revenues, and fundraisers run by the Farm Museum Board of Governors. The funds are 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 15 Budget	FY 16 Budget	FY 17 Budget	Percent Change	County Contribution
HUD Housing Choice – Voucher	\$5,765,383	\$5,819,877	\$5,296,969	-8.98%	\$0
Family Self Sufficiency	54,078	53,627	53,628	0.00%	0
Rental Allowance	40,000	40,000	40,000	0.00%	0
Department of Energy – Weatherization	45,907	0	0	0.00%	0
Emergency and Transitional Housing Services	55,100	55,100	42,444	-22.97%	0
Emergency Solutions Grant	50,000	50,000	116,653	133.31%	0
Homeless Prevention Program	0	0	11,499	100.00%	0
Service Linked Housing	0	0	17,500	100.00%	0
Women’s Shelter	109,869	109,869	0	-100.00%	0
Continuum of Care	0	23,000	28,000	21.74%	28,000
<b>Total Housing and Community Development Grants</b>	<b>\$6,120,337</b>	<b>\$6,151,473</b>	<b>\$5,606,693</b>	<b>-8.86%</b>	<b>\$28,000</b>

## HUD Housing Choice – Vouchers

This federally funded, tenant-based program provides rental subsidies for low-income eligible families already living or working in Carroll County. Effective October 1, 1999 the existing certificate, voucher programs and portability payments began a consolidation process. The new program, Housing Choice Vouchers, allows the recipient to contribute their own resources toward their choice of housing. Included in the grant is funding for administration of the voucher program. These funds are used for salaries, benefits and supplies that are necessary for the distribution, monitoring and accounting of the vouchers.

## Family Self-Sufficiency

This federally funded program’s goal is to increase participants’ economic independence within five years. Qualified families can contract to establish escrow accounts proportionate to their increased incomes, targeting the funds toward achieving major life goals such as higher education or home ownership.

## Rental Allowance

The purpose of this program is to provide emergency financial housing assistance for eligible homeless, or at risk of being homeless, families in Carroll County. These Maryland Department of Housing and Community Development funds assist five families in a twelve-month period.

## Continuum of Care

These funds are for the required match for HUD mandated Coordinated Intake and Assessment project, the required match and leasing costs for HSP’s Permanent Supportive Housing projects, and the match for the Planning Grant.

## Emergency and Transitional Housing Services Program

These funds provide emergency transitional housing to clients that find themselves without a permanent residence. The services include: bed space, food, clothing, and items for personal hygiene. Additional services are provided in an effort to help the client become independent. The staff counsels the clients on the barriers that have placed them in their current situation, setting goals and establishing time lines for reaching their goals. The staff also sets a fee for services if the applicant has income. This program is administered through the Human Services Program of Carroll County.

## Women’s Shelter

Funds received are used to assist with the operation of the Women’s Shelter, which include shelter, food, laundry, case management, and counseling. The Human Services Program of Carroll County manages the Women’s Shelter with oversight provided by the Department of Citizen Services.

## Positions

Title	Type	FTE
<i>Deputy Director</i>	Full-time	0.40
<i>Family Sufficiency Coordinator</i>	Full-time	1.00
<i>Fiscal Supervisor</i>	Full-time	0.50
<i>Housing Inspector</i>	Full-time	1.00
<i>Housing Specialist</i>	Full-time	3.00
<i>Office Associate</i>	Full-time	0.60
<i>Paraprofessional</i>	Contractual	0.13
<i>Program Manager</i>	Full-time	1.00
<b>Total</b>		<b>7.63</b>

# Local Management Board – Grants

Grant Title	FY 15 Budget	FY 16 Budget	FY 17 Budget	Percent Change	County Contribution
Adventure Diversion Program	\$80,000	\$76,665	\$77,061	0.52%	\$0
Brief Strategic Family Therapy	118,737	118,737	0	-100.00%	0
Community Programs	0	0	448,102	100.00%	
Cultural Navigator	27,601	27,601	0	-100.00%	0
Get Connected Family Resource Center	118,286	118,286	0	-100.00%	0
Interagency Family Preservation	356,247	356,247	356,247	0.00%	0
MOU Administration	161,580	164,083	161,583	-1.52%	57,000
Parents as Teachers	183,478	183,478	0	-100.00%	0
Safe and Stable Families	125,824	125,824	125,824	0.00%	0
<b>Total Local Management Board Grants</b>	<b>\$1,171,753</b>	<b>\$1,170,921</b>	<b>\$1,168,817</b>	<b>-0.18%</b>	<b>\$57,000</b>

## Adventure Diversion Program

The funds from this grant support an alternative intervention program for juveniles who violate Court orders and are at risk for out-of-home placement.

## Brief Strategic Family Therapy

This grant supports family-based interventions aimed at treating child adolescent behavior problems. The goal is to improve child behavior by improving family interaction and communication.

## Community Programs

The Governor's Office for Children is shifting its focus to disconnected youth aged between 16 and 24 making future funding of all programs uncertain. The new grant application process should include level funding for programs in FY 17 as LMB's convert funding from old programs to new ones.

## Cultural Navigator

This grant provides referral information for community resources to the Hispanic Community. The Cultural Navigator works closely with the family navigators of the Get Connected Resource Center.

## Get Connected Family Resource Center

The funds from this grant support a single point of contact for information and referral and for Family Navigators to work with families of children with intensive needs and to locate resources and secure services.

## Interagency Family Preservation Program

This State grant supports the Interagency Family Preservation Program. This program provides crisis intervention and stabilization services for families whose children are at imminent risk of being placed outside of the home. Services are provided in the home and community, are time limited and are individualized to meet the strengths and needs of the families.

## MOU Administration

This State grant supports the administration and operations of the Local Management Board within the Department of Citizen Services. This Board is responsible for the planning, development, evaluation and fiscal management of community based services for the children and families in Carroll County.

## Parents as Teachers

This grant provides parent education and support for families with children from birth to five years of age. The staff conducts home visits, developmental screenings, and group meetings in order to adequately prepare the child to enter kindergarten.

## Safe and Stable Families

This State grant provides funding to the Youth Services Bureau of Carroll County to collaborate efforts with the Human Services Program and the Department of Social Services to conduct evidenced-based treatment services to children five and under. The partnership will work with the families to provide a continuum of family and mental health services to support, strengthen, and preserve families in Carroll County.

## Positions

Title	Type	FTE
Contract Specialist	Full-time	1.00
Manager	Full-time	1.00
Office Associate	Contractual	0.56
<b>Total</b>		<b>2.56</b>

# Public Works Transit – Grants

Grant Title	FY 15 Budget	FY 16 Budget	FY 17 Budget	Percent Change	County Contribution
<b>Section 5311 - Capital</b>	\$546,413	\$566,472	\$786,400	38.82%	\$82,000
<b>Section 5311 - Operating</b>	215,917	215,917	215,917	0.00%	83,881
<b>SSTAP Operating</b>	234,529	234,529	234,529	0.00%	83,500
<b>Section 5307 - Operating</b>	668,487	1,112,428	1,249,128	12.29%	927,619
<b>Total Transit Grants</b>	\$1,665,346	\$2,129,346	\$2,485,974	16.75%	\$1,177,000

The FY 17 figures match the grant application. The budget for operating is contingent on receiving grant funds.

## Section 5311

This grant includes Federal and State funds allocated for the operating assistance of rural area public transportation. These funds are utilized for operating expenses as well as capital expenditures for the Carroll Transit System. Included in FY 17 is a feasibility study for a transportation hub.

## SSTAP Operating

The Statewide Special Transportation Assistance Program (SSTAP) is a grant obtained through the Mass Transit Administration. These funds are issued to provide transportation services for the elderly and/or persons with disabilities.

Carroll Transit System provides transportation services for Carroll County residents who are unable to provide their own transportation. Primary users include the elderly and persons with disabilities. Transportation services are utilized for senior centers, social rehabilitation, employment, education, medical appointments and shopping.

## Section 5307 – Operating

The Section 5307 funding is a program that provides funds for transportation management areas. A transportation management area is an urbanized area with a population between 50,000 and 200,000. Carroll Transit System provides this service for Carroll County. The transportation administration expense of \$99,000 is included in this budget and is 100% County funded.

## Positions

<i>Title</i>	<i>Type</i>	<i>FTE</i>
<b>Transportation Grants Coordinator</b>	Full-time	1.00
<b>Total</b>		1.00

# Recreation – Grants

Grant Title	FY 15 Budget	FY 16 Budget	FY 17 Budget	Percent Change	County Contribution
Community Recreation Programs	\$100,000	\$120,000	\$150,000	25.00%	\$8,100
Community Recreation Trips	75,000	55,000	35,000	-36.36%	0
<b>Total Recreation Grants</b>	\$175,100	\$175,000	\$185,000	5.71%	\$8,100

## Community Recreation Programs

The Bureau of Recreation offers a wide variety of activities through its Community Recreation Programs. These programs are designed to supplement the many fine programs that are available through the volunteer recreation councils. Program guides feature activities available for adults, youth and families at a variety of sites throughout the County. A County contribution of \$8,100 helps offset operating costs associated with the therapeutic recreation programs that the County provides for individuals with developmental and physical disabilities. This is due in part to the low teacher/student ratios required for these types of programs. The remainder of this budget is funded through student registration fees.

## Community Recreation Trips

Program guides feature one-day sightseeing tours, Broadway shows and other attractions available for adults, youth and families at a variety of destinations.

## Positions

Title	Type	FTE
Adm. Office Associate	Full-time	0.50
<b>Total</b>		<b>0.50</b>

50% of an Administrative Office Associate position is charged to the Bureau of Recreation.



# Sheriff's Office – Grants

Grant Title	FY 15 Budget	FY 16 Budget	FY 17 Budget	Percent Change	County Contribution
<b>Child Support</b>	\$134,334	\$154,440	\$142,010	-8.05%	\$23,020
<b>National Children's Alliance</b>	10,000	10,000	10,000	0.00%	0
<b>Violence Against Women Act</b>	50,140	67,570	52,600	-22.15%	32,600
<b>Total Sheriff's Office Grants</b>	\$194,474	\$232,010	\$204,610	-11.81%	\$55,620

## 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.

## National Children's Alliance

The National Children's Alliance grant funds training for the staff of the Carroll County Advocacy and Investigation Center (CCAIC). The unit provides services to children who are or have been physically and/or sexually abused as well as those who have been victims of sexual assault.

The unit is made up of staff from:

- Carroll County State's Attorney's Office
- Carroll County Sheriff's Office
- Department of Social Services
- Family and Children's Services
- Maryland State Police
- Westminster City Police

## Violence Against Women's Act (VAWA)

The Violence Against Women grant, along with the county match, funds a full-time coordinator whose responsibilities include managing activities within the unit, inputting and verifying information specific to criminal justice programs, and interviewing victims.

## Positions

Title	Type	FTE
<i>Master Deputy</i>	Full-time	1.00
<i>Records Unit Technician</i>	Full-time	1.50
<b>Total</b>		<b>2.50</b>

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# State's Attorney's Office – Grants

<b>Grant Title</b>	<b>FY 15 Budget</b>	<b>FY 16 Budget</b>	<b>FY 17 Budget</b>	<b>Percent Change</b>	<b>County Contribution</b>
<b>Child Support Unit</b>	\$134,334	\$148,020	\$0	-100.00%	\$0
<b>Violence Against Women Act</b>	127,150	110,500	113,600	2.81%	57,600
<b>Total State's Attorney's Office Grants</b>	\$261,484	\$258,520	\$113,600	-56.06%	\$57,600

## Child Support

In FY 17 the Child Support Unit will be transferred from the County to the State.

## 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.

## Positions

<b>Title</b>	<b>Type</b>	<b>FTE</b>
<b>Sr. Assistant State's Attorney</b>	Full-time	1.00
<b>Total</b>		1.00

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# Tourism – Grant

<b>Grant Title</b>	<b>FY 15 Budget</b>	<b>FY 16 Budget</b>	<b>FY 17 Budget</b>	<b>Percent Change</b>	<b>County Contribution</b>
<b>Maryland Tourism Development Board</b>	\$45,000	\$45,000	\$35,000	-22.22%	\$0
<b>Total Tourism Grant</b>	\$45,000	\$45,000	\$35,000	-22.22%	\$0

## **Maryland Tourism Development**

The funds from this grant are used to advertise Carroll County as a tourist destination. Some of the publications that have been used for this advertising are:

- *Preservation Magazine*
- *American Heritage*
- *Recreation News*
- *AAA World Magazine*

The funding from this grant has also allowed Carroll County to participate in some cooperative advertising with the State of Maryland such as advertising in:

- *Better Homes and Gardens*
- *Southern Living*
- *Style Magazine*
- *Great Vacations Getaways*
- *America's Best Vacations*

*OPEB,  
Pension Trust,  
and  
Special Revenue Funds*

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# Other Post Employment Benefits Trust Fund

Other Post Employment Benefits (OPEB) includes medical and prescription coverage for retirees. Funds are being accumulated to meet this future liability.

Sources of Funding	FY 15	FY 16	FY 17	Increase
	Actual	Budget	Budget	(Decrease)
OPEB Contribution - Transfer from General Fund	\$9,632,900	\$10,103,580	\$10,103,580	\$0
Retiree Medicare Part D	251,701	0	0	0
Retiree Contributions	473,878	0	475,000	475,000
Interest	2,489	0	0	0
Unrealized Gain/(Loss)	2,371,484	0	0	0
<b>Total Sources of Funding</b>	<b>\$12,732,452</b>	<b>\$10,103,580</b>	<b>\$10,578,580</b>	<b>\$475,000</b>

Uses of Funding				
Budgeted Employer OPEB Trust Contribution	\$0	\$5,150,000	\$5,150,000	\$0
Audit Fees	4,900	0	0	0
Consulting Fees	7,500	0	0	0
Retiree Health Benefit Payments	3,503,148	4,953,580	5,428,580	475,000
<b>Total Uses of Funding</b>	<b>\$3,515,548</b>	<b>\$10,103,580</b>	<b>\$10,578,580</b>	<b>\$475,000</b>

# Pension Trust Fund

The Carroll County Pension Plan, a defined benefit pension plan, was implemented July 1, 2003. The Plan covers regular non-contractual employees hired July 1, 1985 and after, and provides a monthly payment to retirees beginning at age 62 or after 30 years of service. Reduced payments are available to retirees at age 55 in cases where age plus years of County service equals or exceeds 80. In October 2009, the Pension Plan was enhanced and County contributions to the 401(k) accounts of County Pension Plan participants were discontinued. Administrative and oversight functions of the Plan are the responsibility of the Pension Plan Committee, consisting of four individuals set forth in the Plan document and two Plan participants selected by the County Commissioners.

Sources of Funding	FY 15 Actuals	FY 16 Budget	FY 17 Budget	Increase (Decrease)
Employer Pension Contribution	\$2,558,020	\$2,542,100	\$2,636,200	\$94,100
Unrealized Gain/(Loss)	2,688,846	0	0	0
Employee Pension Contribution	1,618,955	0	0	0
<b>Total Sources of Funding</b>	<b>\$6,865,821</b>	<b>\$2,542,100</b>	<b>\$2,636,200</b>	<b>\$94,100</b>

Uses of Funding	FY 15 Actuals	FY 16 Budget	FY 17 Budget	Increase (Decrease)
Legal Fees	\$1,505	\$0	\$0	\$0
Audit Fees	4,900	0	0	0
Consulting Fees	74,485	0	0	0
Employee Pension Fund Payments	1,085,853	0	0	0
Budgeted Employer Pension Contribution	0	2,542,100	2,636,200	94,100
<b>Total Uses of Funding</b>	<b>\$1,166,743</b>	<b>\$2,542,100</b>	<b>\$2,636,200</b>	<b>\$94,100</b>

# Certified Law Officers Pension Trust Fund

The Carroll County Certified Law Officers Pension Plan, a defined benefit pension plan, was established October 1, 2009. The Plan covers certified law enforcement officers employed by the Carroll County Sheriff's Office. A monthly benefit is provided for officers who attain 25 years of service or who leave employment after age 55 with at least 15 years of service. Officers with at least 15 but less than 25 years of service who leave employment prior to age 55 are eligible for a monthly pension at age 62. The Plan's Administrative Committee, consisting of four individuals as set forth in the Plan Document and two Pension plan participants selected by the County Commissioners, has responsibility for the oversight and administrative functions of the Plan.

Sources of Funding	FY 15	FY 16	FY 17	Increase
	Actual	Budget	Budget	(Decrease)
Employer Pension Contribution	\$835,380	\$680,880	\$798,560	\$117,680
Unrealized Gain/(Loss)	384,779	0	0	0
Employee Pension Contribution	415,107	0	0	0
<b>Total Sources of Funding</b>	<b>\$1,635,265</b>	<b>\$680,880</b>	<b>\$798,560</b>	<b>\$117,680</b>

Uses of Funding				
Legal Fees	\$630	\$0	\$0	\$0
Audit Fees	2,500	0	0	0
Consulting Fees	16,654	0	0	0
Other Miscellaneous Fees	4,297	0	0	0
Certified Law Officers Pension Fund Payments	198,548	0	0	0
Budgeted Employer Pension Contribution	0	680,880	798,560	117,680
<b>Total Uses of Funding</b>	<b>\$222,629</b>	<b>\$680,880</b>	<b>\$798,560</b>	<b>\$117,680</b>

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# Length of Service Award Program Trust Fund

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

Sources of Funding	FY 15	FY 16	FY 17	Increase
	Actual	Budget	Budget	(Decrease)
Unrealized Gain/(Loss)	\$374,273	\$0	\$0	\$0
Transfer from General Fund	250,000	50,000	100,000	50,000
<b>Total Sources of Funding</b>	<b>\$624,273</b>	<b>\$50,000</b>	<b>\$100,000</b>	<b>\$50,000</b>

Uses of Funding				
Audit Fees	\$2,500	\$0	\$0	\$0
Consulting Fees	10,944	0	0	0
Other Professional Services	4,880	0	0	0
LOSAP Pension Fund Payments	675,742	50,000	100,000	50,000
<b>Total Uses of Funding</b>	<b>\$694,066</b>	<b>\$50,000</b>	<b>\$100,000</b>	<b>\$50,000</b>



# Special Revenue Fund

A Special Revenue Fund captures dedicated revenues until they are appropriated for use in other funds in a given year. Ag Transfer Tax is collected on the sale of agricultural property that it is being re-zoned from agricultural to another classification. The proceeds are used to help fund the Agricultural Land Preservation Program. Cable Franchise Fee is 5% of gross cable television revenue. Beginning in FY 16, the Commissioners voted to unrestrict the Cable Franchise Fee and transfer the balance for General Fund use. Hotel Rental Tax is applied to the hotel room rate and paid by the hotel guest. Proceeds of this tax are used for tourism and promotion of the County. Impact Fees are collected at the time a permit is issued for the construction of a new home. There are two types of fees: schools and parks. A project is eligible for Impact Fee funding if the project is being created to alleviate pressures related to growth as described in the Impact Fee ordinance. In September 2012, the Commissioners voted to temporarily reduce the school Impact Fee to zero. The fee will remain at zero until FY 18.

Sources of Funding	FY 15 Actual	FY 16 Budget	FY 17 Budget	Increase (Decrease)
Ag Transfer Tax	\$59,558	\$425,000	\$30,000	(\$395,000)
Cable Franchise Fee	1,436,410	2,050,000	0	(2,050,000)
Hotel Rental Tax	284,101	351,200	315,830	(35,370)
Impact Fees	187,559	450,000	160,670	(289,330)
Interest and Gain/(Loss)	(1,262)	0	0	0
<b>Total Sources of Funding</b>	<b>\$1,966,365</b>	<b>\$3,276,200</b>	<b>\$506,500</b>	<b>(\$2,769,700)</b>

Uses of Funding	FY 15 Actual	FY 16 Budget	FY 17 Budget	Increase (Decrease)
Transfer to Capital	\$348,000	\$875,000	\$190,670	(\$684,330)
Transfer to Operating	1,217,684	2,401,200	315,830	(2,085,370)
<b>Total Uses of Funding</b>	<b>\$1,565,684</b>	<b>\$3,276,200</b>	<b>\$506,500</b>	<b>(\$2,769,700)</b>

# Watershed Protection and Restoration Fund

The Watershed Protection and Restoration Special Revenue Fund was established in FY 15 to ensure adequate funding for operating expenses related to the County and Municipalities' joint National Pollutant Discharge Elimination System (NPDES) Permit and Watershed Restoration efforts. Property Tax revenue, equal to the projected operating expenses for this purpose, is dedicated to the fund on an annual basis. The Municipalities fund the salaries of two NPDES Compliance Specialist positions and the County funds the benefits. The FY 17 Budget increases due to debt service on capital projects related to the NPDES permit, included in this fund for the first time, and the addition of a second NPDES Compliance Specialist position.

Sources of Funding	FY 15	FY 16	FY 17	Increase
	Actual	Budget	Budget	(Decrease)
Dedicated Property Tax	\$1,066,890	\$1,098,230	\$1,945,850	\$847,620
Fund Balance	0	0	116,810	116,810
Town Contributions	48,867	0	96,860	96,860
Interest Revenue	583	0	600	600
<b>Total Sources of Funding</b>	<b>\$1,116,340</b>	<b>\$1,098,230</b>	<b>\$2,160,120</b>	<b>\$1,061,890</b>

Uses of Funding				
Personnel	\$896,814	\$922,770	\$1,021,310	\$98,540
Operating	102,717	175,460	165,300	(10,160)
Debt Service	0	0	973,510	973,510
<b>Total Uses of Funding</b>	<b>\$999,531</b>	<b>\$1,098,230</b>	<b>\$2,160,120</b>	<b>\$1,061,890</b>

## Positions

Title	Type	FTE
<i>Administrative Office Associate</i>	Full-time	0.40
<i>Bureau Chief, Resource Management</i>	Full-time	0.75
<i>Chief Reviewer/Inspector</i>	Full-time	0.30
<i>Director, Land and Resource Management</i>	Full-time	0.50
<i>Environmental Inspector/Grading</i>	Full-time	1.00
<i>Floodplain Mgt. Specialist</i>	Full-time	0.60
<i>Forest Conservation Specialist</i>	Full-time	0.10
<i>NPDES Compliance Specialist</i>	Full-time	2.00
<i>Office Associate</i>	Full-time	0.15
<i>Program Engineer</i>	Full-time	0.40
<i>Stormwater Management Review Assistant</i>	Full-time	0.60
<i>Water Resource Specialist</i>	Full-time	1.60
<i>Water Resource Supervisor</i>	Full-time	0.80
<i>Water Resource Technician</i>	Full-time	0.20
<i>Watershed Grants Analyst</i>	Full-time	1.00
<i>Watershed Management Specialist</i>	Full-time	0.80
<i>Watershed Restoration Engineer</i>	Full-time	0.80
<b>Total</b>		<b>12.00</b>

All, or a portion, of the above positions are funded through the Watershed Protection and Restoration Fund. The remainder of the Director and Administrative Office Associate salaries are charged to Land and Resource Management. All other positions with split salaries are charged to the Bureau of Resource Management.

*Internal Service Funds*

# Fringe Benefits ISF

The Fringe Benefits Internal Service Fund (ISF) is used to capture the costs of self-insuring medical coverage and other benefits for County employees. Fringe Benefits Internal Service Fund includes items such as medical, dental, vision, prescription and life insurance coverage.

Sources of Funding	FY 15 Actual	FY 16 Budget	FY 17 Budget	Increase (Decrease)
General Fund	\$14,174,518	\$15,620,610	\$15,369,600	(\$251,010)
Grant Fund	780,444	784,910	652,000	(132,910)
Watershed Protection and Restoration Fund	162,265	163,320	187,500	24,180
Enterprise Funds	900,412	967,160	1,012,900	45,740
Interest and Gain/(Loss)	336	0	0	0
<b>Total Sources of Funding</b>	<b>\$16,017,975</b>	<b>\$17,536,000</b>	<b>\$17,222,000</b>	<b>(\$314,000)</b>

Uses of Funding				
Employee Fringe Benefits	\$13,697,373	\$17,536,000	\$17,222,000	(\$314,000)
<b>Total Uses of Funding</b>	<b>\$13,697,373</b>	<b>\$17,536,000</b>	<b>\$17,222,000</b>	<b>(\$314,000)</b>

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# Risk Management Auto Damage ISF

This Internal Service Fund (ISF) is used to account for the cost of repairing County-owned vehicles after they have been damaged as the result of an accident. In FY 17, there is sufficient fund balance in this ISF so that no additional funding is required.

Sources of Funding	FY 15 Actual	FY 16 Budget	FY 17 Budget	Increase (Decrease)
General Fund	\$0	\$0	\$0	\$0
Insurance	24,854	0	0	0
<b>Total Sources of Funding</b>	<b>\$24,854</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Uses of Funding				
Vehicle Claims	\$72,184	\$0	\$0	\$0
<b>Total Uses of Funding</b>	<b>\$72,184</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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# Risk Management Insurance Deductible ISF

This Internal Service Fund (ISF) is used to account for deductibles paid by the County from property and liability claims. In FY 17, there is sufficient fund balance in this ISF so that no additional funding is required.

Sources of Funding	FY 15	FY 16	FY 17	Increase
	Actual	Budget	Budget	(Decrease)
General Fund	\$0	\$0	\$0	\$0
<b>Total Sources of Funding</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Uses of Funding				
Deductibles	\$11,488	\$0	\$0	\$0
<b>Total Uses of Funding</b>	<b>\$11,488</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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# Risk Management Liability ISF

This Internal Service Fund (ISF) is used to account for and finance the County's uninsured risk. This fund accounts for losses relating to property and liability claims filed against the County. In FY 17, there is sufficient fund balance in this ISF so that no additional funding is required.

Sources of Funding	FY 15	FY 16	FY 17	Increase
	Actual	Budget	Budget	(Decrease)
General Fund	\$0	\$0	\$0	\$0
Insurance	878	0	0	0
<b>Total Sources of Funding</b>	<b>\$878</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

Uses of Funding				
Claims	\$30,100	\$0	\$0	\$0
<b>Total Uses of Funding</b>	<b>\$30,100</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

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# 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 17 funding from the other Risk Management ISFs is being allocated here to build up an appropriate fund balance.

Sources of Funding	FY 15 Actual	FY 16 Budget	FY 17 Budget	Increase (Decrease)
General Fund	\$0	\$3,077,570	\$1,196,114	(\$1,881,456)
<b>Total Sources of Funding</b>	<b>\$0</b>	<b>\$3,077,570</b>	<b>\$1,196,114</b>	<b>(\$1,881,456)</b>

Uses of Funding	FY 15 Actual	FY 16 Budget	FY 17 Budget	Increase (Decrease)
Claims	\$0	\$3,077,570	\$1,196,114	(\$1,881,456)
<b>Total Uses of Funding</b>	<b>\$0</b>	<b>\$3,077,570</b>	<b>\$1,196,114</b>	<b>(\$1,881,456)</b>



## *Position Summary*

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# Position Summary

The following pages include a summary of positions in Carroll County government. All positions are General Fund positions unless specified as a Grant Fund, Enterprise Fund, or Special Revenue Fund position.

- General Fund positions are supported by taxes, fees and other general fund revenues.
- Grant Fund positions are supported primarily by State and Federal grants.
- Enterprise Fund positions are supported apart from the General Fund by charges generated by and restricted to use for a specific service, for example water and sewer charges.
- Special Revenue Fund positions are supported by funds dedicated for a specific purpose, for example Property Tax dedicated to watershed restoration and NPDES Permit efforts.

The categories are arranged by Department and/or Bureau. The summary lists Full-Time Equivalent (FTE) totals of full-time, part-time, or other number of employees within the department or bureau. In some cases a position may be more than one of these. For example, the Circuit Court bailiffs are part-time and contractual.

- Full-Time (FT) are regular full-time positions with full benefits.
- Part-Time (PT) are positions scheduled for fewer than 30 hours per week with limited or no benefits.
- Other (O) are positions that are either subject to: the provisions of a contract that typically lasts for one year or less and have limited or no benefits (Contractual); hired for temporary, seasonal work and do not have benefits (Seasonal); required by law with salaries set by law (By-Law).

Some of the positions included in the summary are paid by the County, but do not report to the County Commissioners. They are listed under Sheriff's Office, Detention Center, Circuit Court, Circuit Court Magistrates, Orphan's Court, Volunteer Community Service Program, State's Attorney, and Soil Conservation.

The overall number of authorized positions for FY 17 is 1,029.57 FTEs, an increase of approximately 1.3 from the FY 16 Budget. The change is due to three new positions added during FY 16, the transfer of the State's Attorney's Child Support Unit from the County to the State in FY 17, and new positions in FY 17. The new positions approved for Public Works in FY 16 included a Maintenance Technician for Facilities, a Building Inspector for Permits and Inspections, and a Road Equipment Operator for Roads Operations. Funding for these positions was budgeted in the Reserve for Contingencies and transferred to the individual budgets during FY 16.

For FY 17, the following additional positions are included:

- Emergency Communications Specialist, Public Safety
  - Part-Time Land Acquisition Specialist, Public Works Administration
  - Project Manager, Building Construction
  - Maintenance Technician, Facilities
  - Fire Inspector, Permits and Inspections
  - Road Equipment Operator, Roads Operations
  - Contractual Veterans Services Coordinator, Citizen Services Administration
  - Bureau Chief, Aging and Disabilities
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- Comprehensive Planning Technician, Comprehensive Planning
  - Administrative Support, Human Resources
  - NPDES Compliance Specialist, Watershed Restoration and Protection Fund
  - Office Associate, Airport
-

# Authorized Position History

General Fund	FY 15 Adjusted FTE				FY 16 Budget FTE				FY 16 Adjusted FTE				FY 17 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Cable Regulatory Commission	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
<b>Cable Regulatory Commission TOTAL</b>	1.00	0.00	0.00	1.00	1.00	0.00	0.00	1.00	1.00	0.00	0.00	1.00	1.00	0.00	0.00	1.00
Circuit Court	18.00	---	15.21	33.21	18.00	---	16.55	34.55	18.00	0.53	16.55	35.08	18.00	0.53	16.55	35.08
Circuit Court Magistrates	7.00	---	---	7.00	7.00	---	---	7.00	6.67	---	---	6.67	6.67	---	---	6.67
Orphan's Court	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00
Volunteer Community Service Program	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
<b>Courts TOTAL</b>	28.00	0.00	18.21	46.21	28.00	0.00	19.55	47.55	27.67	0.53	19.55	47.75	27.67	0.53	19.55	47.75
Public Safety 911	39.00	---	2.13	41.13	39.00	---	2.13	41.13	39.00	---	2.70	41.70	40.00	---	2.70	42.70
<b>Public Safety 911 TOTAL</b>	39.00	0.00	2.13	41.13	39.00	0.00	2.13	41.13	39.00	0.00	2.70	41.70	40.00	0.00	2.70	42.70
CC Advocacy and Investigation Center	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Detention Center	109.00	0.50	---	109.50	109.00	0.50	---	109.50	109.00	0.50	---	109.50	109.00	0.50	---	109.50
Sheriff's Office	144.00	---	3.00	147.00	149.00	---	3.00	152.00	150.00	---	3.00	153.00	150.00	---	3.00	153.00
<b>Sheriff Services TOTAL</b>	255.00	0.50	3.00	258.50	260.00	0.50	3.00	263.50	261.00	0.50	3.00	264.50	261.00	0.50	3.00	264.50
State's Attorney's Office	35.00	0.50	1.00	36.50	43.00	0.62	1.00	44.62	42.00	0.62	1.00	43.62	42.00	0.62	1.00	43.62
Victim Witness Assistance	5.00	---	---	5.00	---	---	---	0.00	---	---	---	0.00	---	---	---	0.00
<b>State's Attorney TOTAL</b>	40.00	0.50	1.00	41.50	43.00	0.62	1.00	44.62	42.00	0.62	1.00	43.62	42.00	0.62	1.00	43.62
Public Works Administration	5.74	---	1.00	6.74	4.74	---	1.00	5.74	5.60	---	1.00	6.60	5.60	0.50	1.00	7.10
Building Construction	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	3.00	---	---	3.00
Engineering Administration	2.80	---	---	2.80	3.75	---	---	3.75	4.75	---	---	4.75	4.75	---	---	4.75
Engineering Construction Inspection	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
Engineering Design	6.00	---	---	6.00	6.00	---	---	6.00	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	51.00	---	0.50	51.50	51.00	---	0.50	51.50	51.00	0.60	0.90	52.50	52.00	0.60	0.90	53.50
Fleet Management	24.00	---	---	24.00	24.00	---	---	24.00	24.00	---	---	24.00	24.00	---	---	24.00
Permits and Inspection	22.00	---	---	22.00	22.00	---	---	22.00	23.00	---	---	23.00	24.00	---	---	24.00
Roads Operations	103.00	0.50	2.40	105.90	103.00	0.50	2.40	105.90	104.00	0.50	2.40	106.90	105.00	0.50	2.40	107.90
<b>Public Works TOTAL</b>	226.54	0.50	3.90	230.94	226.49	0.50	3.90	230.89	229.35	1.10	4.30	234.75	233.35	1.60	4.30	239.25
Citizen Services Administration	4.00	---	1.25	5.25	4.00	---	1.25	5.25	4.00	---	1.25	5.25	4.00	---	1.88	5.88
Aging and Disabilities	19.00	---	---	19.00	19.00	---	---	19.00	18.44	---	---	18.44	19.44	---	---	19.44
<b>Citizen Services TOTAL</b>	23.00	0.00	1.25	24.25	23.00	0.00	1.25	24.25	22.44	0.00	1.25	23.69	23.44	0.00	1.88	25.32
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	1.19	9.82	8.00	0.63	1.19	9.82	8.00	0.63	1.19	9.82
Piney Run	5.00	---	11.34	16.34	6.00	---	11.34	17.34	6.00	---	11.34	17.34	6.00	---	11.34	17.34
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
<b>Recreation and Parks TOTAL</b>	24.50	0.63	16.23	41.36	25.50	0.63	16.23	42.36	25.50	0.63	16.23	42.36	25.50	0.63	16.23	42.36
Comprehensive Planning	5.00	---	---	5.00	9.00	---	1.15	10.15	9.00	---	1.15	10.15	10.00	---	1.15	11.15
<b>Comprehensive Planning TOTAL</b>	5.00	0.00	0.00	5.00	9.00	0.00	1.15	10.15	9.00	0.00	1.15	10.15	10.00	0.00	1.15	11.15
Comptroller Administration	4.00	---	0.12	4.12	4.00	---	0.12	4.12	4.00	---	0.12	4.12	4.00	---	0.12	4.12
Accounting	12.00	---	---	12.00	12.00	---	---	12.00	12.00	---	---	12.00	12.00	---	---	12.00
Collections Office	10.00	---	0.63	10.63	10.00	---	0.63	10.63	10.00	---	0.63	10.63	10.00	---	0.63	10.63
Purchasing	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00	5.00	---	---	5.00
<b>Comptroller TOTAL</b>	31.00	0.00	0.75	31.75	31.00	0.00	0.75	31.75	31.00	0.00	0.75	31.75	31.00	0.00	0.75	31.75

# Authorized Position History

	FY 15 Adjusted FTE			FY 16 Budget FTE			FY 16 Adjusted FTE			FY 17 Budget FTE						
County Attorney	9.75	---	0.63	10.38	9.75	---	0.63	10.38	9.75	---	0.63	10.38	8.75	---	0.63	9.38
<b>County Attorney TOTAL</b>	9.75	0.00	0.63	10.38	9.75	0.00	0.63	10.38	9.75	0.00	0.63	10.38	8.75	0.00	0.63	9.38
<b>Economic Development Administration</b>	7.00	---	---	7.00	7.00	---	---	7.00	6.00	---	---	6.00	6.00	---	---	6.00
BERC	2.85	---	---	2.85	2.85	---	---	2.85	2.85	---	---	2.85	2.85	---	---	2.85
Farm Museum	7.00	1.15	1.84	9.99	7.00	1.15	1.84	9.99	7.00	1.33	2.32	10.65	7.00	1.33	2.32	10.65
Tourism	1.00	---	1.80	2.80	1.00	---	1.80	2.80	1.00	---	1.80	2.80	1.00	---	1.80	2.80
<b>Economic Development TOTAL</b>	17.85	1.15	3.64	22.64	17.85	1.15	3.64	22.64	16.85	1.33	4.12	22.30	16.85	1.33	4.12	22.30
<b>Human Resources</b>	10.00	---	---	10.00	10.00	---	---	10.00	10.00	---	---	10.00	11.00	---	---	11.00
Personnel Services	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
<b>Human Resources TOTAL</b>	13.00	0.00	0.00	13.00	13.00	0.00	0.00	13.00	13.00	0.00	0.00	13.00	14.00	0.00	0.00	14.00
<b>Land and Res. Management Administration</b>	13.80	---	1.00	14.80	10.00	---	---	10.00	10.00	---	---	10.00	9.10	---	---	9.10
Development Review	8.00	---	---	8.00	8.00	---	---	8.00	8.00	---	---	8.00	8.00	---	---	8.00
Resource Management	19.00	---	---	19.00	9.10	---	---	9.10	9.10	---	---	9.10	9.90	---	---	9.90
Zoning Administration	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
<b>Land and Resource Management TOTAL</b>	44.80	0.00	1.00	45.80	31.10	0.00	0.00	31.10	31.10	0.00	0.00	31.10	31.00	0.00	0.00	31.00
<b>Management and Budget Administration</b>	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Budget	7.00	---	0.15	7.15	7.00	---	0.15	7.15	7.00	---	0.15	7.15	7.00	---	0.15	7.15
Grant Management	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00	2.00	---	---	2.00
Risk Management	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00	4.00	---	---	4.00
<b>Management and Budget TOTAL</b>	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
<b>Technology Services</b>	30.75	---	---	30.75	30.75	---	---	30.75	31.00	---	---	31.00	31.00	---	---	31.00
Production and Distribution Services	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
<b>Technology Services TOTAL</b>	33.75	0.00	0.00	33.75	33.75	0.00	0.00	33.75	34.00	0.00	0.00	34.00	34.00	0.00	0.00	34.00
<b>Gen Government Other</b>	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Administrative Hearings	2.00	---	0.63	2.63	2.00	---	0.63	2.63	2.00	---	0.63	2.63	2.00	---	0.63	2.63
Audio Video Production	---	---	0.09	0.09	---	---	0.09	0.09	---	---	0.60	0.60	---	---	0.25	0.25
Board of Elections	1.00	---	0.55	1.55	1.00	---	0.38	1.38	1.00	---	0.38	1.38	1.00	---	0.38	1.38
Board of License Commissioners	6.00	---	8.88	14.88	6.00	---	8.88	14.88	6.00	---	8.88	14.88	6.00	---	8.88	14.88
<b>Gen Government Other TOTAL</b>	10.00	0.00	10.15	20.15	10.00	0.00	9.98	19.98	10.00	0.00	10.49	20.49	10.00	0.00	10.14	20.14
<b>Soil Conservation</b>	6.00	---	---	6.00	5.00	0.63	---	5.63	5.00	0.63	---	5.63	5.00	0.63	---	5.63
<b>Cons. and Natural Resources TOTAL</b>	6.00	0.00	0.00	6.00	5.00	0.63	0.00	5.63	5.00	0.63	0.00	5.63	5.00	0.63	0.00	5.63
<b>TOTAL General Fund</b>	823.19	3.28	62.04	888.51	821.44	4.03	63.36	888.83	822.66	5.34	65.32	893.32	829.56	5.84	65.60	901.00

# Authorized Position History

Enterprise Funds	FY 15 Adjusted FTE				FY 16 Budget FTE				FY 16 Adjusted FTE				FY 17 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Solid Waste Management	2.38	---	---	2.38	2.38	---	---	2.38	1.70	---	---	1.70	1.70	---	---	1.70
Northern Landfill	11.00	---	---	11.00	11.00	---	---	11.00	11.00	---	---	11.00	11.00	---	---	11.00
Recycling	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Solid Waste Accounting	5.75	---	---	5.75	5.75	---	---	5.75	5.75	---	---	5.75	5.75	---	---	5.75
<b>Solid Waste TOTAL</b>	<b>20.13</b>	<b>0.00</b>	<b>0.00</b>	<b>20.13</b>	<b>20.13</b>	<b>0.00</b>	<b>0.00</b>	<b>20.13</b>	<b>19.45</b>	<b>0.00</b>	<b>0.00</b>	<b>19.45</b>	<b>19.45</b>	<b>0.00</b>	<b>0.00</b>	<b>19.45</b>
BOU Accounting Administration	7.83	---	---	7.83	7.88	---	---	7.88	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	7.33	---	---	7.33	7.33	---	---	7.33	7.33	---	---	7.33	7.33	---	---	7.33
Freedom Water	13.34	---	---	13.34	13.34	---	---	13.34	14.34	---	---	14.34	14.34	---	---	14.34
Hampstead Sewer	4.33	---	---	4.33	4.33	---	---	4.33	4.33	---	---	4.33	4.33	---	---	4.33
Other Water/Sewer	0.66	---	---	0.66	0.66	---	---	0.66	0.66	---	---	0.66	0.66	---	---	0.66
<b>Utilities TOTAL</b>	<b>34.83</b>	<b>0.00</b>	<b>0.00</b>	<b>34.83</b>	<b>34.88</b>	<b>0.00</b>	<b>0.00</b>	<b>34.88</b>	<b>35.60</b>	<b>0.00</b>	<b>0.00</b>	<b>35.60</b>	<b>35.60</b>	<b>0.00</b>	<b>0.00</b>	<b>35.60</b>
Airport	1.25	---	1.00	2.25	1.25	---	1.00	2.25	1.35	---	1.00	2.35	2.35	---	1.00	3.35
Firearms Facility	---	---	3.50	3.50	---	---	3.50	3.50	---	---	3.00	3.00	---	---	3.00	3.00
<b>Airport/Firearms Facility TOTAL</b>	<b>1.25</b>	<b>0.00</b>	<b>4.50</b>	<b>40.58</b>	<b>1.25</b>	<b>0.00</b>	<b>4.50</b>	<b>5.75</b>	<b>1.35</b>	<b>0.00</b>	<b>4.00</b>	<b>5.35</b>	<b>2.35</b>	<b>0.00</b>	<b>4.00</b>	<b>6.35</b>
<b>TOTAL Enterprise Funds</b>	<b>56.21</b>	<b>0.00</b>	<b>4.50</b>	<b>95.54</b>	<b>56.26</b>	<b>0.00</b>	<b>4.50</b>	<b>60.76</b>	<b>56.40</b>	<b>0.00</b>	<b>4.00</b>	<b>60.40</b>	<b>57.40</b>	<b>0.00</b>	<b>4.00</b>	<b>61.40</b>

Special Revenue Fund	FY 15 Adjusted FTE				FY 16 Budget FTE				FY 16 Adjusted FTE				FY 17 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Watershed Protection and Restoration	12.20	---	---	12.20	12.20	---	---	12.20	12.20	---	---	12.20	12.00	---	---	12.00
<b>TOTAL Special Revenue Fund</b>	<b>12.20</b>	<b>---</b>	<b>---</b>	<b>12.20</b>	<b>12.20</b>	<b>---</b>	<b>---</b>	<b>12.20</b>	<b>12.20</b>	<b>---</b>	<b>---</b>	<b>12.20</b>	<b>12.00</b>	<b>---</b>	<b>---</b>	<b>12.00</b>

Grant Fund	FY 15 Adjusted FTE				FY 16 Budget FTE				FY 16 Adjusted FTE				FY 17 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
Aging	18.65	---	0.15	18.80	18.65	---	0.15	18.80	19.32	---	0.95	20.27	19.32	---	0.95	20.27
BERC	6.90	---	---	6.90	7.90	---	---	7.90	7.90	---	---	7.90	7.90	---	---	7.90
Circuit Court	6.00	---	3.50	9.50	6.00	---	3.50	9.50	6.00	---	3.50	9.50	6.00	---	2.81	8.81
Emergency Management	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00	3.00	---	---	3.00
Housing and Comm/Development	9.00	---	0.13	9.13	9.00	---	0.13	9.13	7.50	---	0.13	7.63	7.50	---	0.13	7.63
Local Management Board	1.60	---	0.56	2.16	1.60	---	0.56	2.16	2.00	---	0.56	2.56	2.00	---	0.56	2.56
Public Works Transit	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00	1.00	---	---	1.00
Recreation	0.50	---	---	0.50	0.50	---	---	0.50	0.50	---	---	0.50	0.50	---	---	0.50
Sheriff Services	2.50	---	---	2.50	2.50	---	---	2.50	2.50	---	---	2.50	2.50	---	---	2.50
State's Attorney	12.00	---	---	12.00	12.00	---	---	12.00	12.00	---	---	12.00	1.00	---	---	1.00
<b>TOTAL Grant Fund</b>	<b>61.15</b>	<b>0.00</b>	<b>4.34</b>	<b>65.49</b>	<b>62.15</b>	<b>0.00</b>	<b>4.34</b>	<b>66.49</b>	<b>61.72</b>	<b>0.00</b>	<b>5.14</b>	<b>66.86</b>	<b>50.72</b>	<b>0.00</b>	<b>4.45</b>	<b>55.17</b>

TOTAL Government	FY 15 Adjusted FTE				FY 16 Budget FTE				FY 16 Adjusted FTE				FY 17 Budget FTE			
	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total	FT	PT	O	Total
TOTAL General Fund	818.19	3.28	62.04	883.51	821.44	4.03	63.36	888.83	822.66	5.34	65.32	893.32	829.56	5.84	65.60	901.00
TOTAL Special Revenue Fund	12.20	---	---	12.20	12.20	---	---	12.20	12.20	---	---	12.20	12.00	---	---	12.00
TOTAL Enterprise Funds	56.21	0.00	4.50	60.71	56.26	0.00	4.50	60.76	56.40	0.00	4.00	60.40	57.40	0.00	4.00	61.40
TOTAL Grant Fund	61.15	0.00	4.34	65.49	62.15	0.00	4.34	66.49	61.72	0.00	5.14	66.86	50.72	0.00	4.45	55.17
<b>TOTAL FTE</b>	<b>947.75</b>	<b>3.28</b>	<b>70.88</b>	<b>1021.91</b>	<b>952.05</b>	<b>4.03</b>	<b>72.20</b>	<b>1028.28</b>	<b>952.98</b>	<b>5.34</b>	<b>74.46</b>	<b>1032.78</b>	<b>949.68</b>	<b>5.84</b>	<b>74.05</b>	<b>1029.57</b>

# *Glossary*

## GLOSSARY OF TERMS

**ADJUSTED BUDGET** The annual operating budget with up-to-date modifications resulting from operations of County agencies since the budget adoption.

**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 in the adopted budget, to be filled during the fiscal year.

**BALANCED BUDGET** A budget in which total expenditures equal total revenues. By State Law, the County's budget must be balanced.

**BOND** An investment grade interest-bearing certificate of indebtedness sold by the County or another governmental agency to generate funds. The bond guarantees payment of the original investment plus interest by a specified date or dates in the future. Bonds typically involve long-term indebtedness to pay for capital projects.

**BOND RATING** Evaluation of the credit quality of bonds usually made by independent rating services. Ratings generally measure the probability of the timely repayment of principal and interest on municipal bonds. Before a bond issuance, rating agencies may require information on demographics, debt burden, economic base, finances and management structure. The information is evaluated and the bond issue is assigned a letter rating which reflects the credit worthiness of the bonds. The higher the credit rating, the more favorable the effect on the marketability of the bond.

**BUDGET** A comprehensive financial plan describing proposed expenditures and the means for financing those expenditures.

**BUREAU** A sub-unit within a department with its own budget. The Bureau of Accounting is a bureau within the Department of the Comptroller.

**CAPITAL BUDGET** The budget that funds major construction and improvement projects, such as schools, bridges, and roads.

**DEBT SERVICE** The annual payment of principal and interest on the County's bonded debt.



**DEPARTMENT** A County agency or office consisting of one or more bureaus. Examples are the Department of Public Works and the Department of Management and Budget.

**EMPLOYEE TURNOVER** A term that refers to workers who leave a position and are replaced by new employees.

**ENTERPRISE FUND** A fund established to account for the financing of certain self-supporting services provided by the County government. The services generate their own revenues from fees, charges and other receipts. Carroll County presently has six enterprise funds: one to operate sewer and/or water facilities, one to manage the Septage Facility, one that manages solid waste and recycling efforts, one for the operations of the Airport, one for the Firearms Facility, and one for the Fiber Network.

**EXPENDITURE** The cost of goods delivered or services rendered.

**FISCAL YEAR** A twelve-month period of time to which the annual operating and capital budgets apply. Carroll County's fiscal year commences July 1 and ends the following June 30<sup>th</sup>.

**FRINGE BENEFITS** Contributions made by the County government to meet its commitments or obligations for Social Security, and the various retirement, medical and insurance plans for employees.

**FULL TIME EQUIVALENT POSITION (FTE)** A position converted to the decimal equivalent based on 37.5 – 40 hours per week. Positions in the Circuit Court are considered full time at 35 hours per week. For example, a part-time employee working 20 hours per week would be equivalent to .5 of a full-time position and a person working 40 hours a week would be equivalent to 1.0 full-time position.

**FUND** A separate budget/accounting grouping with its own revenues and appropriations. The general fund, for example, covers most of the daily operations of the County agencies and is funded by a variety of taxes and other revenues.

**FUND BALANCES** These accounts serve as the function of the owner's equity account in for-profit entities. Available balances in these accounts are the cumulative result of actual revenues exceeding expenditures over time. Bond rating agencies use Fund Balance levels as a means of evaluating a government's ability to cover unanticipated shortfalls in revenue projections or emergency expenditures that arise during the year.

**GAAP** Generally Accepted Accounting Principles. A common set of accounting conventions, standards and procedures followed when preparing financial statements.

**GASB 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.

**GOALS** A broad statement of purpose. A goal represents a framework of outcomes to be achieved on behalf of the customers and reflects realistic constraints upon the unit providing the service.

**GOVERNMENTAL PARTNERS** These are agencies, such as Sheriff Services and State's Attorney, that are funded by the County, but not under the direct control of the Board of County Commissioners. Many of these agencies also receive State and other sources of funding.

**GRANT** A contribution of assets (usually cash) from one governmental unit (typically the State or Federal government) or other organization to another. The contribution is usually provided in support of a particular public function, project or program.

**HOMESTEAD TAX CREDIT** This credit, set by the Commissioners, caps the amount taxes can increase on a primary residence at 5 percent per year. The credit equals the County's tax rate multiplied by the amount by which the current year's assessment on residential property exceeds 5 percent of the previous year's taxable assessment.

**IMPACT FEES** One-time charges assessed against new development that attempt to recover from the developer the capital cost of the additional public facilities needed to serve that development.

**INCOME TAX** Counties in Maryland have the authority to levy a local income tax rate, which is expressed as a percentage of State taxable income. The current local income tax rate is 3.03% of taxable income.

**INDEPENDENT BOARDS/AGENCIES** Agencies of the County which are not subject to full County appropriation authority due to State Law, such as Carroll Community College, Carroll County Public Library, Health Departments, the Board of Education and the Carroll County Volunteer Emergency Services Association.

**INDEPENDENT BOARDS/STATE AGENCIES** Certain organizational entities are either State agencies or legally independent boards and not directly responsible to the Board of County Commissioners. However, the County is responsible for providing partial or full funding support. Examples include the Board of Elections and the Board of Education.

**INHERITANCE TAX** A tax imposed on those who inherit assets from a deceased person. The tax rate for inheritance taxes depends on the value of the property received by the heir or beneficiary and their relationship to the decedent.

**INVESTMENT** Securities purchased and held for the production of income in the form of interest and dividends. An investment instrument is the specific type of security that a government purchases and holds.

**LEACHATE** A liquid produced when rain water and other moisture travels through the waste.

**LICENSES/PERMITS** Documents issued in order to regulate various kinds of businesses and other activity within the community. Inspection may accompany the issuance of a license or permit as in the case of liquor licenses or building permits. In most instances, a fee is charged in conjunction with the issuance of a license or permit, to cover all or part of the related cost.

**MUNICIPALITY** City or town incorporated for local self-government.

**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.

**OPERATING BUDGET** The annual budget that supports the day-to-day operations of County agencies.

**ORDINANCE** Regulation enacted by the government.

**OVERLAY (Roads)** Consists of deep milling and patching of failed areas then applying hot mix asphalt over the existing road.

**PAYGO** A fiscal policy by which capital projects are funded with current revenue rather than long-term or bonded debt. In Carroll County, in addition to transfer to capital, other sources of current revenue are appropriated directly to the capital budget: property tax devoted to capital, local income tax devoted to capital, enterprise funds, bond interest and impact fees.

**PEG ACCESS** television production equipment, training and airtime on a local cable system so members of the public, educational system, and the government can produce their own shows and televise them to a mass audience.

**PROJECT** An identified cost center within the County's accounting system. Costs are summarized as follows:

**PERSONNEL** Within a project's budget these are the costs associated with the payment of County personnel. Included are labor costs for salaries and wages, hourly, part-time, overtime, and seasonal employee expenses. It also includes payroll taxes, pension, 401K, and Other Post Employment Benefits (OPEB).

**OPERATING** Within a project's budget these are the non-labor, non-capital related costs associated with the day-to-day operations of County agencies. Included are expenses such as travel-business conferences, contractual services, rents and utilities, and supplies and materials.

**CAPITAL OUTLAY** Within a project's budget these are the expenses associated with the purchase of an asset. An asset is defined as any tangible material that is non-expendable.

**PROPERTY TAX** Tax on the value of real and personal property and is levied almost exclusively by local governments. In Maryland, the State Department of Assessments and Taxation is responsible for the valuation and assessment of all property in the State. The local government is responsible for setting the tax rate to be applied to the property assessments to generate revenues in support of the local budget. The property tax is the major revenue source in Maryland County governments. The current local property tax rate in Carroll County is \$1.018 per \$100 of assessed value.

**RECORDATION** A fee calculated on the value of recorded mortgages, deeds and other documents conveying title or creating liens on real and personal property.

**RESERVE FOR CONTINGENCIES** Funds budgeted to provide for unforeseen expenses or emergencies that arise during the fiscal year.

**RESOLUTION** Formal statement presented to Commissioners for decision.

**REVENUE IN EXCESS OF EXPENDITURES** Net earnings retained by the enterprise fund to be reinvested in its core business or to pay debt.

**REVENUES** Monies received by the County to support its budget and enable the employees to provide service needed by the public. Property taxes, building permits and receipts from State and Federal sources are examples. By law, revenues must meet or exceed appropriations.

**TRUST FUND** A special fund, administered by the County as trustee, consisting of resources to be expended or invested under the terms and conditions of the trust.

**UNAPPROPRIATED RESERVE** Revenue in excess of budget and unspent appropriated dollars.

# *Acronyms*

## ACRONYMS

<b>AARP</b>	American Association of Retired Persons
<b>ADA</b>	American with Disabilities Act
<b>ATR</b>	Advanced Tactical Rescue
<b>BERC</b>	Business Employment Resource Center
<b>BGE</b>	Baltimore Gas and Electric
<b>BMC</b>	Baltimore Metropolitan Council
<b>BOE</b>	Board of Education
<b>BOU</b>	Bureau of Utilities
<b>BRCPC</b>	Baltimore Regional Cooperative Purchasing Committee
<b>BSR</b>	Bridge Sufficiency Rating
<b>BWI</b>	Baltimore Washington International Airport
<b>CAA</b>	Community Action Agency
<b>CAD</b>	Computer-Aided Design
<b>CAFR</b>	Comprehensive Annual Financial Report
<b>CALEA</b>	Commission on Accreditation for Law Enforcement Agencies, Inc.
<b>CC</b>	Carroll County
<b>CCAC</b>	Carroll County Arts Council
<b>CCAIC</b>	Carroll County Advocacy and Investigation Center
<b>CCPL</b>	Carroll County Public Library
<b>CCPN</b>	Carroll County Public Network
<b>CCPS</b>	Carroll County Public Schools
<b>CCSCD</b>	Carroll County Soil Conservation District
<b>CCYSB</b>	Carroll County Youth Services Bureau
<b>CDBG</b>	Community Development Block Grant
<b>CIGNA</b>	Connecticut General Life Insurance Company
<b>CIP</b>	Community Investment Plan
<b>CISM</b>	Critical Incident Stress Management
<b>CMC</b>	Community Media Center
<b>COA</b>	Council on Accreditation

<b>CRC</b>	Cable Regulatory Commission
<b>CY</b>	Calendar Year
<b>DHMH</b>	Department of Health and Mental Hygiene
<b>DHR</b>	Department of Human Resources
<b>DJS</b>	Department of Juvenile Services
<b>DMB</b>	Department of Management and Budget
<b>DSS</b>	Department of Social Services
<b>DVP</b>	Domestic Violence Program
<b>ED</b>	Economic Development
<b>EMS</b>	Emergency Medical Services
<b>ENR</b>	Enhanced Nutrient Removal
<b>EOC</b>	Emergency Operations Center
<b>EPA</b>	Environmental Protection Agency
<b>EVOD</b>	Emergency Vehicle Operator Driver
<b>FBO</b>	Fixed Base Operator (Airport)
<b>FCS</b>	Family and Children's Services
<b>FCS, Inc.</b>	Flying Colors of Success
<b>FPM</b>	Forest Pest Management
<b>FTE</b>	Full-Time Equivalent
<b>FY</b>	Fiscal Year
<b>GAAP</b>	General Accepted Accounting Principles
<b>GASB</b>	Governmental Accounting Standards Board
<b>GED</b>	General Educational Development
<b>GFOA</b>	Government Finance Officers Association
<b>GIS</b>	Geographic Information System
<b>GO</b>	General Obligation
<b>HAZ-MAT</b>	Hazardous Materials
<b>HMO</b>	Health Maintenance Organization
<b>HPC</b>	Historic Preservation Committee
<b>HPP</b>	Homeless Prevention Program
<b>HSCC</b>	Historical Society of Carroll County

<b>HSP</b>	Human Services Programs
<b>HUD</b>	U.S. Department of Housing and Urban Development
<b>HVAC</b>	Heating, Ventilation, and Air Conditioning
<b>IPA</b>	Installment Purchase Agreements
<b>IRS</b>	Internal Revenue Service
<b>ISF</b>	Internal Service Fund
<b>IT</b>	Information Technology
<b>LAP</b>	Lethality Assessment Program
<b>LEED</b>	Leadership in Energy and Environmental Design
<b>LMB</b>	Local Management Board
<b>LOSAP</b>	Length of Service Award Program
<b>M</b>	Million
<b>MACS</b>	Maryland Agricultural Cost Share Program
<b>MALPF</b>	Maryland Agricultural Land Preservation Foundation
<b>MAP</b>	Maryland Access Point
<b>MASCD</b>	Maryland Association of Soil Conservation Districts
<b>MD</b>	Maryland
<b>MDA</b>	Maryland Department of Agriculture
<b>MES</b>	Maryland Environmental Services
<b>MOE</b>	Maintenance of Effort
<b>MOU</b>	Memorandum of Understanding
<b>MPPA</b>	Maryland Public Purchasing Association
<b>MRIS</b>	Metropolitan Regional Information Systems
<b>MSA</b>	Metropolitan Statistical Area
<b>NIGP</b>	National Institute of Governmental Purchasing
<b>NPDES</b>	National Pollutant Discharge Elimination System
<b>OPEB</b>	Other Post Employment Benefits
<b>PAP</b>	Patient Assistance Programs
<b>PCI</b>	Patient Condition Index
<b>PCI</b>	Pavement Condition Index
<b>PDS</b>	Production and Distribution Services



<b>PEG</b>	Public, Education, and Government
<b>PILOT</b>	Payment in Lieu of Taxes
<b>POS</b>	Program Open Space
<b>PT</b>	Part-Time
<b>RAP</b>	Rental Allowance Program
<b>RCIS</b>	Rape Crisis Intervention Service
<b>SAO</b>	State's Attorney's Office
<b>SATC</b>	Sexual Abuse Treatment Center
<b>SDAT</b>	State Department of Assessments and Taxation
<b>SSA</b>	Social Services Administration
<b>SSTAP</b>	Statewide Special Transportation Assistance Program
<b>TFCBT</b>	Trauma Focused Cognitive Behavior Therapy
<b>TFMC</b>	Training Facility Management Committee
<b>UME</b>	University of Maryland Extension
<b>UPWP</b>	Unified Planning Work Program
<b>VAWA</b>	Violence Against Women Act
<b>VCSP</b>	Volunteer Community Service Program
<b>VESA</b>	Volunteer Emergency Services Association
<b>WIA</b>	Workforce Investment Act
<b>WWTP</b>	Waste Water Treatment Plant