



**Carroll County Government
Candidate Packet
2022**

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CARROLL 101

In 2021, Carroll County Government offered Carroll 101, a series of recorded presentations with 12 county directors delivering basic overviews and highlights of county departments and divisions. (The newest department, Department of Fire and Emergency Medical Services did not participate in the Carroll 101 project.)

Each session, approximately 15 minutes in length, provides the ins and outs of the county departments and presents many of the details and initiatives published in this Candidate Packet.

As a complementary piece to this packet, the county is happy to provide a link to the Carroll 101 project. Please visit <https://carrollcountymd.gov/carroll101> to view the presentations.

COUNTY COMMISSIONERS

Edward C. Rothstein (COL, Ret.), President
C. Richard Weaver, Vice President
C. Eric Bouchat
Dennis E. Frazier
Stephen A. Wantz

Administrative Hearings
Communications Office
Audio/Video Production

County Administrator
Roberta Windham, ESQ.

Department of
Citizen Services
Celene Steckel, Director

Aging & Disabilities Housing
Local Management Board

Department of
Comprehensive Planning
Lynda Eisenberg, Director

Department of the
Comptroller
Rob Burk, Comptroller

Accounting
Collections
Purchasing

Department of the
County Attorney
Tim Burke, County Attorney

Department of
Economic Development
Jack Lyburn, Director

BERC Farm Museum Tourism

Department of
Fire & EMS
Michael Robinson, Director

Fire & EMS Administration

Department of
Human Resources
Kim Frock, Director

Classification & Compensation
Benefits Retirement Plans
Employment

Department of
Land & Resource Mgmt.
Christopher Heyn, Director

Ag Preservation Resource Mgt
Development Review Zoning Admin

Department of
Management & Budget
Ted Zaleski, Director

Budget Grants Management
Risk Management

Department of
Public Safety
Scott Campbell, Director

911 Center
Emergency Management

Department of
Public Works
Jeff Castonguay, Director

Airport Operations Permits & Inspections
Building Construction Roads Operations
Engineering Solid Waste
Facilities Utilities
Fleet Mgt/Warehouse Transit System

Department of
Recreation & Parks
Jeff Degitz, Director

Recreation
Parks

Department of
Technology Services
Mark Ripper, Director

Production Services
Client Services
Networking Division
Application & Programming Division
Enterprise Geographic Infor Systems

DEPARTMENT OF CITIZEN SERVICES

Location: Distillery Building, 10 Distillery Drive

DIRECTOR: Celene E. Steckel

DEPARTMENT ORGANIZATION:

- Bureau of Aging & Disabilities
- Bureau of Housing and Community Development
- Local Management Board & Local Care Team
- Partnerships with local non-profits receiving county funds (monitor funding and contracts)
- Recovery Support Services

BUDGET AND STAFF INFORMATION:

<u>Agency/Bureau/Dept.**</u>	<u>FY22</u>	<u>Staff</u>
Citizen Services (Admin.)	\$339,870	4
Recovery Support Services	\$439,843	19*
Bureau of Aging & Disabilities	\$3,829,681	50
Bureau of Aging & Disabilities (additional COVID funding)	\$1,036,045	
Bureau of Housing & Community Dev.	\$7,275,118	14
Local Management Board	\$1,503,952	2
Total:	\$14,424,509	89

The Department of Citizen Services maintains a complement of 70 staff in varying position structures: full time, part time contingent, contractual, and consultants.

***The staff count noted for Recovery Support Services (RSS) are not part of County Government, but rather employed by the vendor of the RSS program.**

**** The Department provided additional pass-through funding for shelter services and COVID-related responses totaling \$10,121,000 in FY22.**

MISSION STATEMENT:

The mission of the Department of Citizen Services is to deliver quality customer service to the evolving community of Carroll County. Our goal is to provide individuals and families with information, programs, and services that focus on sustaining and enhancing their quality of life.

BUREAU/OFFICE HIGHLIGHTS:

Bureau of Aging & Disabilities

Carroll County's Bureau of Aging & Disabilities (BOAD) serves as the designated local Area Agency on Aging (AAA) and houses Carroll County's Maryland Access Point (MAP) Information & Assistance site. The AAA is responsible for administering Aging & Disability programs and services with funding support designated through the Older American's Act, allocated through the Maryland Department of Aging (MDoA). The AAA connects individuals with such services as housing options, caregiver resources, energy assistance, homeowners' tax credit, renters' tax credit, Medicare and health insurance counseling, prescription assistance, transportation, long-term service and supports options, mental health resources, Veterans services, medical transportation for Veterans, volunteer opportunities and provides referrals to community service providers. The Bureau of Aging & Disabilities also operates five senior and community centers in Carroll County. Hot meals are served daily at each center with meals meeting required nutritional guidelines. Each center is a community focal point where older adults can receive services, and participate in quality educational, recreation, social, fitness, health, and nutrition activities. The community centers are located in Mt. Airy, Hampstead, Eldersburg, Taneytown, and Westminster.

The Senior Inclusion Program (SIP), currently part of the Westminster Senior & Community Center, is a fully integrated social retirement option for individuals with developmental disabilities who have chosen to stop working in their older age. The average age of a SIP participant is 68. The program is licensed for 25 individuals and is currently at full capacity and maintains a waiting list. The program funding is provided through the Developmental Disabilities Administration (DDA) and is a billable reimbursement for services rendered with funding tied to each individual.

Bureau of Housing and Community Development

The Bureau of Housing, known as Carroll County Housing & Community Development, is the Public Housing Authority (PHA) for Carroll County Maryland. We hold 781 tenant-based vouchers, 100 of those vouchers are specialized for Non-Elderly Disabled (NED), 32 vouchers for the Family Unification Program (FUP), 15 vouchers for Veterans Affairs supportive Housing (VASH), and 109 for Mainstream Vouchers. In addition, the Bureau works closely with the Health Department and Human Services Program (HSP) of Carroll County Inc. (the county's Community Action Agency) setting 15-20 vouchers aside for the Rapid Rehousing Program and Permanent Supportive Housing programs as part of our move-on strategy. Our agency provides 2 vouchers annually for Human Services Programs to work with families that are homeless. The program is geared to assist extremely low and very low-income families, by providing a rental subsidy on their behalf which is determined by a participant's adjusted gross income.

The bureau has received funding to support three housing stability coordinators who provide additional support and case management to households/individuals within the community that are struggling to find or maintain permanent housing. The housing stability coordinators work closely with participants and partnering agencies to provide additional support and assistance to ensure/obtain stable permanent housing for those most at risk. During the pandemic, the housing stability team has worked closely with our local court system, Sheriff's Office, and Maryland Legal Aid to prevent evictions due to financially related COVID hardships. In addition, the housing stability coordinators assist with the administration of the Emergency Rental Assistance Program (ERAP) funding; reviewing, and approving applications for financial assistance.

Local Management Board

Local Management Boards (LMBs) exist in every Maryland jurisdiction and are in statute to oversee the local interagency service delivery system for children, youth, and families. Serving as coordinators of collaboration for child and family services, LMBs bring together local child-serving agencies, stakeholders, clients, and families to address the needs of and set the priorities for their communities. This process includes holding regular board meetings, completing needs assessments, creating community plans, and submitting annual grant applications. LMBs and their programs focus on the Maryland Children's Cabinet's eight Results for child well-being which span from birth to adulthood and from an individual level to the community level. LMBs also direct their efforts toward addressing Adverse Childhood Experiences (ACEs) and trauma-informed practices, evidenced-based practices, and racial and ethnic disparities. Lastly, LMBs coordinate Local Care Teams which are forums in which families of children with intensive needs receive assistance and potential resources, and where interagency discussion and problem solving for child, family, and systemic needs can occur.

So far in FY22 alone, the Carroll County LMB has overseen 11 separate programs, monitored more than \$1.5 million dollars, and reviewed 16 Local Care Team referrals. Targeted initiatives of the Carroll County LMB include a comprehensive Community Needs Assessment and a Strategic Community Plan, the youth homelessness count known as Youth REACH MD, and the Youth Homelessness Subcommittee of the Continuum of Care.

Recovery Support Services

Citizen Services partner with the Carroll County Health Department and Maryland Treatment Center to provide residential support and crisis services for Carroll County residents who have substance abuse or a co-occurring substance abuse and mental health disorder. The program provides recovery support and fosters self-sufficiency, dignity, and respect. The program includes six triage beds which can be used to provide temporary shelter for individuals seeking drug or alcohol rehabilitation treatment. The beds allow individuals to be assisted immediately by providing a temporary bed within the treatment facility until placement into a rehabilitation program can be located.

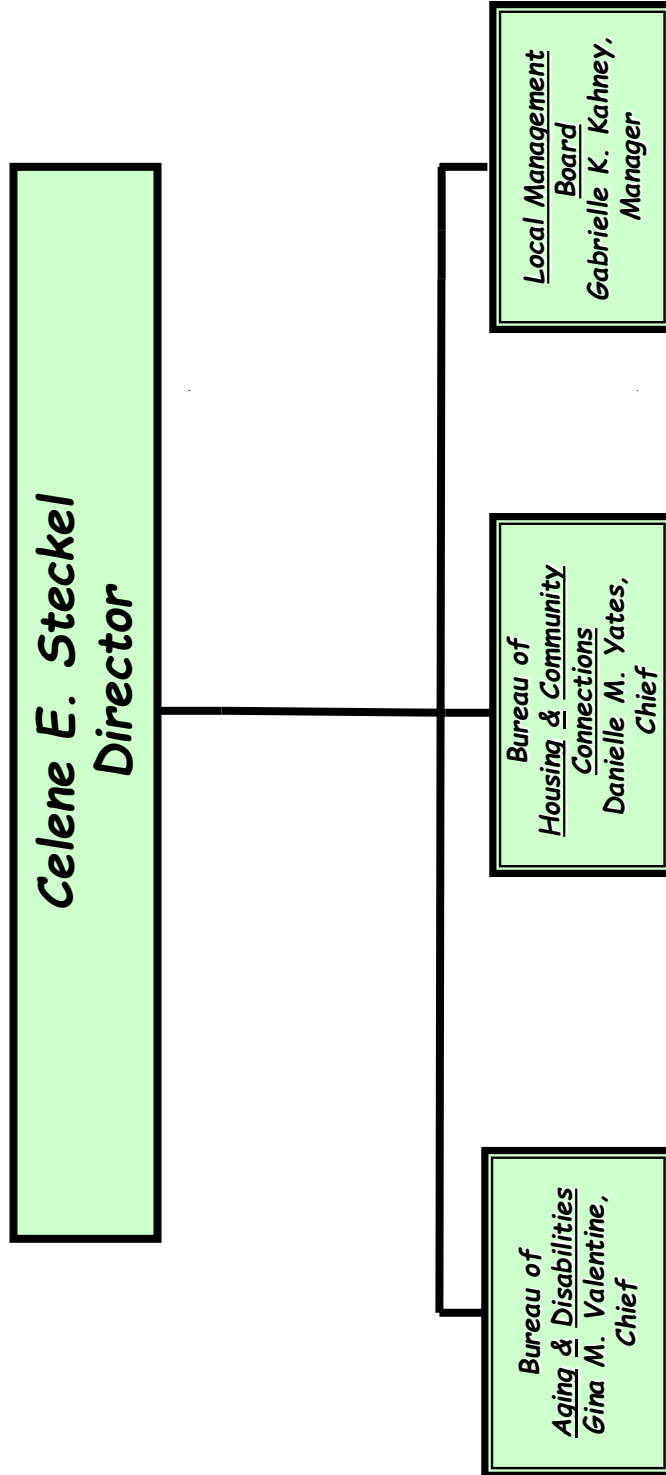
ISSUES & FUTURE PLANS:

- Committing to AARP's Age Friendly Communities Initiative, launching a 5-year community engagement and strategic planning process to develop a targeted action plan that will help Carroll evolve into an Age Friendly Community.
- Develop reimbursable gap-filling service offerings to increase program revenue.
- Strengthen partnerships with local volunteer organizations to enhance aging and disability services.
- Develop a Housing Counseling option in Carroll County.
- Conduct, in partnership with the Department of Planning, a county-wide housing needs assessment.
- Transition the current Family Shelter to new location that provides safer, greener, family living space for those in shelter.
- Completion of a new Community Needs Assessment and Strategic Community Plan related to child, youth, and family services.
- Creation of the Youth Homelessness Subcommittee of the Continuum of Care.

BOARDS / COMMISSIONS / COMMITTEES:

- Veterans Advisory Council**
 - Commission on Aging and Disabilities**
 - Local Management Board**
 - Department of Social Services Board**
 - Circle of Caring Homelessness Board
 - Circle of Caring Executive Board
 - Program Coordinating Committee for Housing
 - Emergency Preparedness Committee
 - Senior Opioid Policy Group (now combined with the Behavioral Health Advisory Council)**
 - Local Health Improvement Coalition
 - The Partnership for a Healthier Carroll County
 - Healthy Aging Leadership Team (HALT)
 - Advancing Health & Wellness Leadership Team
 - Carroll County Disaster Preparedness Group -Executive Council
 - Population Health Governance Group
- ** appointed by the Board of County Commissioners

DEPARTMENT OF CITIZEN SERVICES



DEPARTMENT OF THE COMPTROLLER

Location: County Office Building, 225 N. Center Street, Room 308

DIRECTOR: Jennifer D. Hobbs, Acting Director

DEPARTMENT ORGANIZATION:

- Comptroller Administration
- Accounting
- Procurement
- Collections

BUDGET AND STAFF INFORMATION:

<u>Agency/Bureau/Dept.</u>	<u>FY22</u>	<u>Staff #</u>
Comptroller Administration	\$341,730	3
Accounting	1,144,260	17
Procurement	378,600	5
Collections	1,202,460	10
Independent Audit	58,500	n/a
Bond Issuance	271,330	n/a
Total	\$3,396,880	35

MISSION STATEMENT:

The Department's mission is to perform the treasury and 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:

- To serve as a centralized financial support agency to the entire organization (approximately \$500M).
- To provide timely and accurate financial information and excellent customer service to all of our internal and external customers.
- To promote an open, competitive process for the procurement of commodities and services in order to obtain the best value for every tax dollar spent.
- To receive and record all revenues remitted and due to the County, and to maintain a high level of efficiency and accuracy.
- To provide an effective debt management program that enables the County to issue debt for funding capital needs at the lowest possible costs.

BUREAU/OFFICE HIGHLIGHTS:

Comptroller

The Department of the Comptroller is responsible for the following treasury and financial operations functions: accounting, payroll, accounts payable, tax/revenue billing and collections, grant and enterprise fund accounting, investments and cash management, and procurement. The department is also responsible for obtaining an annual independent financial audit, performing various rate calculations, external financial reporting and overseeing credit ratings (3 AAA), debt issuance and compliance.

Administration

Administration is responsible for department management, financial analysis and rate calculations, debt issuance, pension administration, and Annual Comprehensive Financial Report (ACFR) preparation. The department maintains the FMS financial accounting and reporting software system.

Bureau of Accounting

The Bureau of Accounting is responsible for applying and practicing generally accepted accounting principles (GAAP), coordinating the annual financial audit, overseeing accounts payable, payroll, tax reporting, investing public funds, cash management, fixed assets accounting, and enterprise fund accounting and billing. Coordinate an annual independent certified public accounting firm audit of the County's financial records. Federal single audit requirements for grant funding are included. State law requires the issuance of annual audited financial statements and Uniform Financial Report (UFR). Carroll County has received the GFOA Certificate of Achievement for Excellence in Financial Reporting for 36 consecutive years.

Office of Procurement

The Office of Procurement is responsible for the procurement process of acquiring goods and services for various agencies, vendor selection and relations, disposition of surplus assets, and overseeing the advertised bidding Request for Proposal (RFP) process. They administer the on-line auction of surplus assets (www.publicsurplus.com), administer the County Procurement Card (P-Card) program, participate in BMC Cooperative Electricity and Natural Gas Procurement Program, and work cooperatively with towns, fire companies, non-profit agencies, and state agencies. The Bureau has been recognized by the Institute for Public Procurement (NIGP) with the Outstanding Agency Accreditation Achievement Award (OA4).

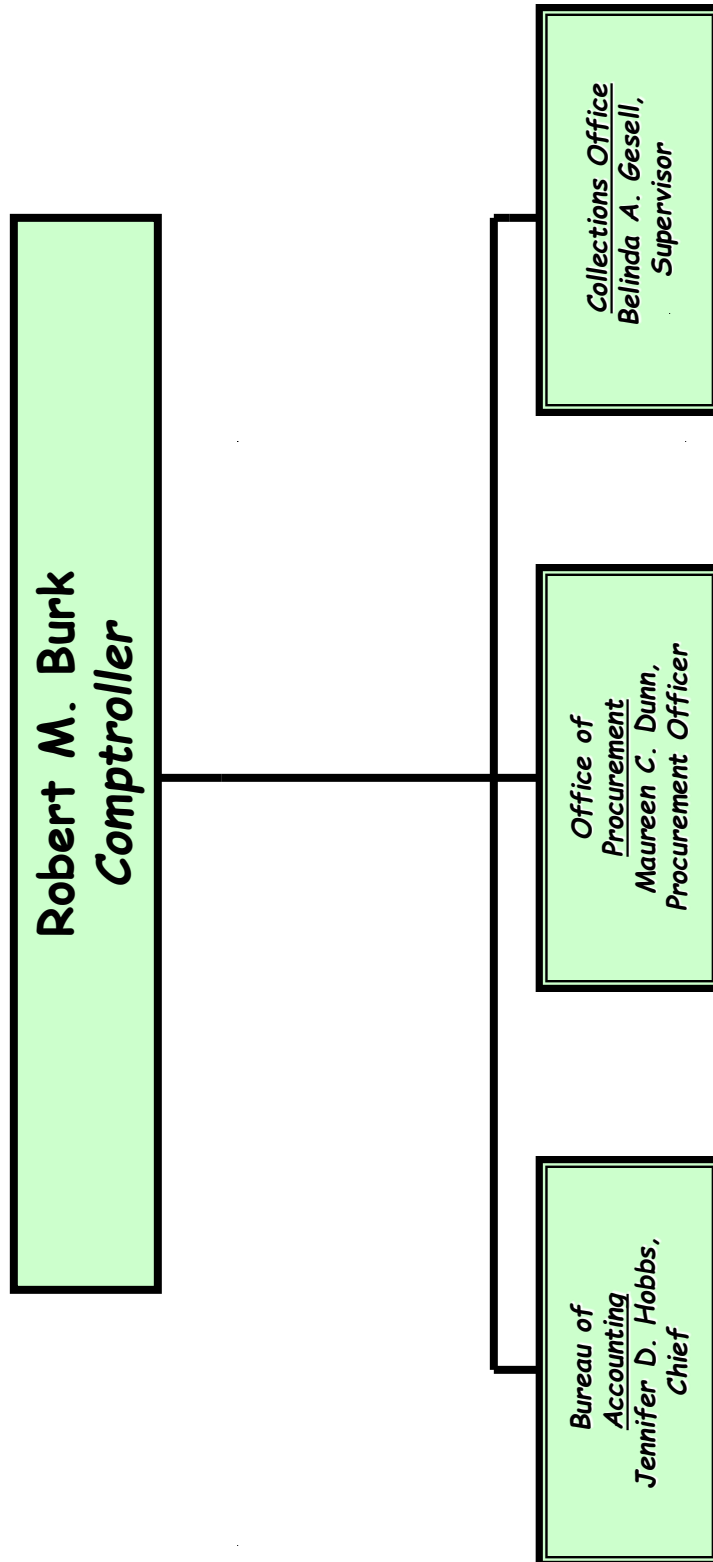
Collections Office

The Collections Office is responsible for billing and collecting real estate taxes for the county, state and all eight (8) municipalities (Approx. 68K bills, \$263M). In addition, the office bills and collects County personal property taxes and the State bay restoration fees, collects water & sewer customer payments, tracks and collects hotel rental tax, and collects various building permit and impact fees. All real property transfers occurring in the County are verified for accuracy (two step deed process), stamped for tax certification and recordation tax is calculated and collected. The office oversees the annual tax sale process in June.

ISSUES & FUTURE PLANS:

- Address staffing challenges (recruitment, retention, training).
- Significant software technology upgrades are necessary on several critical business applications (Human Resources/Payroll, Tax billing and collections, cashiering, investment & debt portfolio mgmt., utility billing) to provide improved efficiency, customer service, functionality and access to operational data.
- Currently implementing on-line time & attendance system (VTI) and replacement Payroll & Human Resources system (Vista).
- Recently initiated on-line deed processing “eRecording” system Simplifile in cooperation with State Land Records Office and initiated online tax certification request and online tax sale with RealAuction.com.
- Implementation of a Financial Transparency reporting website using OpenGov platform.

DEPARTMENT OF THE COMPTROLLER



DEPARTMENT OF THE COUNTY ATTORNEY

Location: County Office Building, 225 N. Center Street, Room 300

DIRECTOR: Timothy C. Burke, County Attorney

DEPARTMENT ORGANIZATION:

- Department of the County Attorney

BUDGET AND STAFF INFORMATION:

<u>Agency/Bureau/Dept.</u>	<u>FY22</u>	<u>Staff #</u>
County Attorney	\$625,350	6

MISSION STATEMENT:

The mission of the Department of the County Attorney is to provide the highest quality legal representation and advice to the Carroll County Commissioners; County boards, commissions, departments, and employees; and County governmental partners and allied agencies. The Department of the County Attorney aims to protect the legal interests of the County Commissioners with preventative and remedial legal measures; to aid in the prompt, cost-efficient resolution of disputes; to ensure fair and equal treatment of citizens and employees; and to assure that County laws, contracts, legal documents and policies are of the highest quality.

BUREAU/OFFICE HIGHLIGHTS:

General Information

This Department was created by State law to serve as in-house counsel for the Board of County Commissioners and all of its departments, bureaus, agencies, offices, quasi-judicial boards, commissions, and to provide limited representation to other governmental partners and allied agencies that receive funding from the County. In addition to furnishing legal advice and representation, the Department handles real estate settlements; collects delinquent accounts; prosecutes violations of the zoning and building codes; prepares legal documents; prepares and conducts in-house training programs for County agencies (i.e., Ethics and Open Meetings training, etc.); and drafts County laws and policies and proposals for state legislation. This Department also provides advice and limited representation to Carroll Community College; Carroll County Public Library; Humane Society of Carroll County; and the Carroll County Sheriff's Office.

By law, this Department can neither represent nor offer legal advice to members of the general public in any manner. However, we maintain an "open door" policy to the public for the purposes of serving as a resource for providing general information about County government and County and State laws to the extent possible.

Specific Information

Collections: The Department assists in the collection of various outstanding debts due to the County including outstanding personal property taxes; bad checks; accidents; bankruptcies; inmate medical expenses and fees for the Carroll County Sheriff's Department; and other miscellaneous sums due the County. Our collection efforts include sending letters requesting payment; arranging payment plans; filing court action when necessary; and assisting taxpayers with information to navigate the State systems to close or modify accounts.

- **Ethics.** The County Attorney is the legal advisor to the Ethics Commission and the Ethics Administrator.
- **Fire Company Loans:** The County offers low interest loans to the volunteer fire companies. The money for the loans is part of the County's annual bond offering and with the County's excellent bond ratings, we are able to pass along a low interest rate to lend money to the volunteer fire companies for capital projects and improvements. The Department prepares all necessary legal documents for each loan and conducts the settlements and, in the unlikely event of a default, we will collect on the loan.
- **Grants, Contracts and Agreements:** The Department reviews all grant applications; agreements for employment; contracts for goods and services; construction contracts; and agreements with outside agencies for compliance with all applicable laws.
- **Land Acquisition and Preservation Easements:** The Department assists County agencies in land acquisition by preparing necessary legal documents; handling public notices and advertising requirements; and conducting settlements. Included in this effort are agricultural easements intended to conserve our farm land; road construction projects preservation; public projects building sites; and parks, and public works acquisitions.
- **Legislative Proposals for the General Assembly:** Traditionally, the County Commissioners meet during the fall with the County's Delegation to Annapolis to discuss legislative proposals sponsored by the Commissioners, County governmental partners, or allied agencies. At the direction of the County Commissioners, the County Attorney drafts legislative proposals for eventual submittal to the Delegation and assists the Legislative bill drafters as needed.
- **Litigation:** The Department is responsible for managing all litigation filed by or against the County. The County has insurance coverage through an insurance pool of local and municipal governments known as the Local Government Insurance Trust (LGIT). Insurance covers most litigation filed against the County for accidents and tort matters; however, the insurance does not cover contract issues or many land use matters. By law, litigants must give the County notice of their intent to file suit against the County government. Upon receipt of such notice, the Department gathers pertinent documents and evidence to preserve them for future litigation and to evaluate the potential risks involved with the litigation. The County Attorney is the designated Resident Agent with the State Department of Assessments and Taxation to accept service of legal papers on behalf of the County.

- **The Maryland Open Meetings Act:** Pursuant to Maryland law, the County Commissioners and numerous other boards and commissions are subject to the provisions of the Maryland Open Meetings Act. Often referred to as the “sunshine” law, the Open Meetings Act is intended to provide an opportunity for the public to observe the actions of government by requiring certain meetings of public bodies to be open. The Department handles any inquiries or complaints related to the implementation of this Act in Carroll County Government. In addition, the Department educates our boards and commissions on compliance with the Act.
- **The Maryland Public Information Act:** Pursuant to Maryland law, the County Commissioners are subject to the Maryland Public Information Act (PIA). The PIA is intended to provide an opportunity for the public to access and copy public documents created and retained by government. While the law generally requires that documents be available for public inspection, certain exceptions apply that prohibit public disclosure or that make disclosure discretionary. The Department receives and distributes as necessary the PIA requests from the public; answers any questions or inquiries from other agencies and/or citizens about PIA requests; and assures that the PIA process is handled in a timely and lawful manner by County agencies. In addition, the Department educates County staff on the PIA and compliance issues.
- **Public Works Agreements:** The Department drafts all of the documents that comprise a public works agreement (PWA) for new residential, industrial and business/commercial projects that have been approved by the Planning and Zoning Commission. A PWA package may consist of a number of documents including an agreement to build certain public improvements like roads or water and sewer drains and pipes; easements for items like forest conservation or stormwater management (SWM); and guaranty forms to ensure timely completion of the project by the developer.
- **Rezoning and Annexation Petitions:** The Department reviews rezoning and annexation requests submitted to the County for compliance with State law. Rezoning requests are special requests for a zoning change outside of the regular comprehensive zoning review process. Annexation petitions are filed by property owners who wish to have their property become part of an incorporated municipality. A municipality annexing land may not allow development that is not in conformance with the County’s Zoning for a period of five years following annexation unless the County Commissioners expressly consent to the development or change of zoning classification.
- **Training Programs:** The County Attorney conducts training for County agencies, board, and commissions on a variety of topics, including Open Meetings and Public Information Act laws; witness training; ethics; and recusals and conflicts of interest.
- **Zoning and Permit Enforcement:** The Zoning Administrator is responsible for interpreting and enforcing County zoning laws. The Zoning Administrator receives complaints and investigates them. In cases of non-compliance, the Zoning Administrator works with citizens to achieve voluntary compliance. When this is not possible, the Zoning Administrator refers the cases to this Department for enforcement. There are many open violation matters in various phases of enforcement. Typically, we send out an initial letter requesting voluntary

compliance and will work with citizens and the Zoning Administrator to resolve outstanding issues. Only after all attempts at voluntary compliance are exhausted do we file a complaint in District Court for enforcement of the County zoning laws. Likewise, the County Bureau of Permits and Inspections is responsible for interpreting and enforcing County building, plumbing and electrical codes. The Code Official receives complaints and investigates them. In cases of non-compliance, the Code Official works with citizens to achieve voluntary compliance. When this is not possible, the Code Official refers the cases to this Department for enforcement. There are also many open active code/permit violation matters in various phases of enforcement. Typically, we send out an initial letter requesting voluntary compliance and will work with citizens and the Code Official to resolve outstanding issues. Only after all attempts at voluntary compliance are exhausted do we file a complaint in District Court for enforcement of the County building code laws.

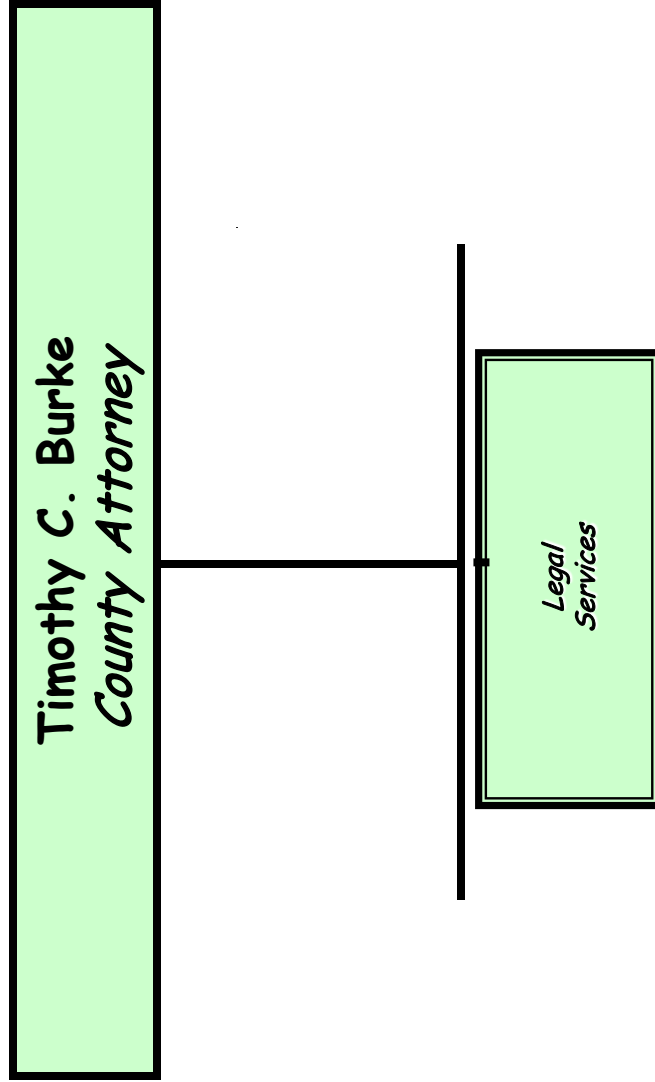
ISSUES AND FUTURE PLANS:

- The Department will ensure that the civil litigation and/or complaints to administrative agencies brought by or against the Board of County Commissioners and their boards and agencies in state, federal, or appellate courts and administrative tribunals are consistently handled to a favorable conclusion.
- The Department will ensure a timely response to all requests for legal opinions and advice from the Board of County Commissioners, other boards, commissions, the County Administrator, and other County staff.
- The Department will ensure that all collection matters that are referred to the County Attorney's office are handled in a timely and thorough manner.
- The Department will ensure that complete and accurate subdivision and site plan packages are drafted and reviewed in a timely manner.
- The Department will continue to develop comprehensive training programs for County Boards and Commissions, including periodic training regarding the Open Meetings Act and Public Information Act.
- The Department will respond to general citizen inquiries within 24 hours.

BOARDS/COMMISSIONS/COMMITTEES:

The County Attorney is a member of the County's Pension Committee and the 401k Committee. As to the various Boards and Commissions, the Department's role is to provide legal advice and counsel.

DEPARTMENT OF THE COUNTY ATTORNEY



DEPARTMENT OF ECONOMIC DEVELOPMENT

Location: County Office Building, 225 N. Center Street, Room 101

DIRECTOR: John “Jack” T. Lyburn, Jr.

DEPARTMENT ORGANIZATION:

- Economic Development
- Carroll County Workforce Development
- Office of Tourism
 - Carroll County Farm Museum

BUDGET AND STAFF INFORMATION:

<u>Bureau/Agency/Dept.</u>	<u>FY 22</u>	<u>Staff #</u>
Economic Development	\$859,950	6
Carroll Workforce Development (federal & county)	\$2,793,468	15
Office of Tourism (motel/hotel tax funding only)	\$374,220	7
Carroll County Farm Museum	\$942,810	*14
Total	\$4,970,448	42

* 7 seasonal summer employees and over 5,500 volunteer hours

MISSION STATEMENT:

To stimulate the creation of wealth for Carroll County through job creation, capital investment, and an increased tax base.

BUREAU/OFFICE HIGHLIGHTS:

2020-2021 Economic Development highlights:

Total Capital Investment	\$146,000,000
Total Square Footage	1.6 million
Total New Employees	635

Agriculture:

Total Market/Ag Products Sold	\$110,447,000
Crops	\$72,493,000
Grain	\$38,254,000
Vegetables	\$42,600,000
Fruit & Tree Nuts	\$2,739,000
Milk	24,581,000

Preserved Acres of Farmland	75,000+
Number of Farms	1,174

Carroll Workforce Development (formerly Business/Employment Resource Center):

2021 Labor Force/Unemployment	
Labor Force	92,334
Average Rate (Nov. 2021)	3.3

Fiscal Year 2020
4,515 Total Customer Visits

Office of Tourism:

Total Direct Consumer Impact \$6,527,000

Tourism Sales Tax \$5,699,000

Operate Emerald Hill Visitor's Center
40 Barn Quilts
93 Print Ads
Social Media (Facebook, Twitter, Comcast Digital)

Carroll County Farm Museum:

142 Acres
53 Buildings
5,444 Volunteer Hours
67 Annual Events
32 Weddings
44 Field Trips
823 CCPS Student Visits
40,000+ Total Visitors

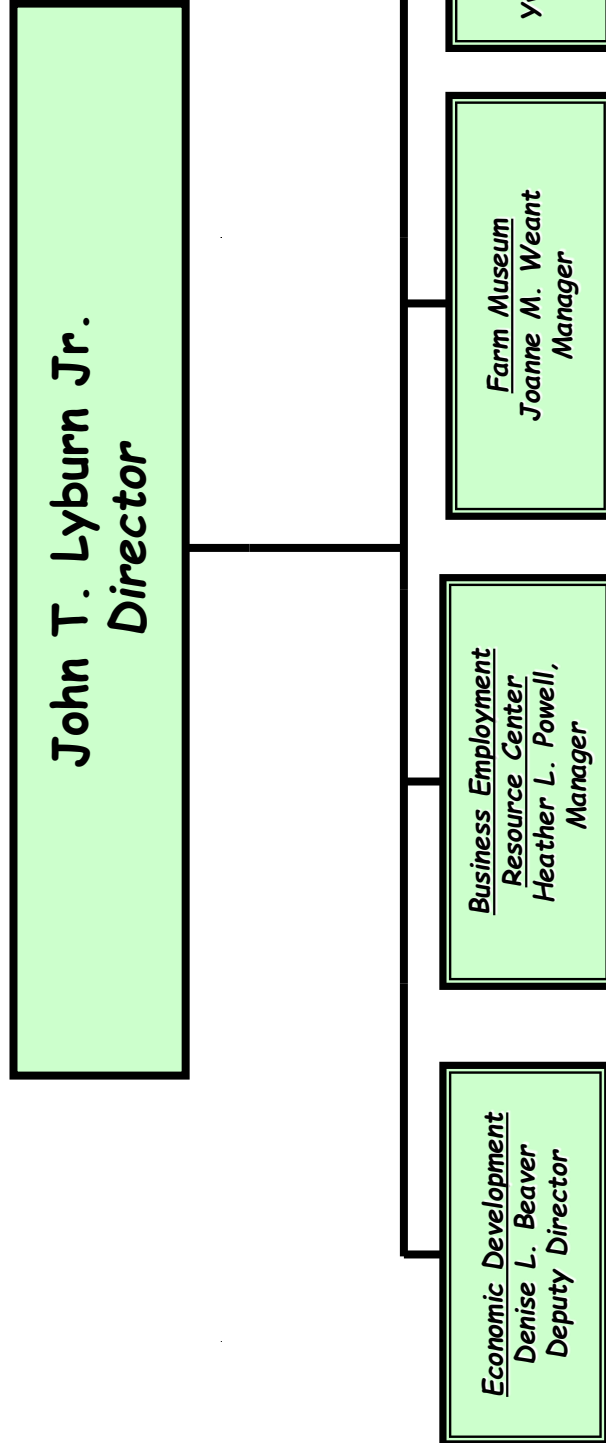
ISSUES & FUTURE PLANS:

- Current development projects include North Carroll Business Park, Warfield at Historic Sykesville, and several business expansion projects

BOARDS / COMMISSIONS / COMMITTEES:

- Carroll County Industrial Development Authority
- Carroll County Workforce Development Board
- Carroll Agricultural Commission
- Carroll Farm Museum Board

DEPARTMENT OF
ECONOMIC DEVELOPMENT



March 3, 2022, ~ Carroll County
Government

DEPARTMENT OF FIRE AND EMERGENCY MEDICAL SERVICES

Location: County Office Building, 225 N. Center Street, Room 211

DIRECTOR: Michael W. Robinson, MA, CFO, NRP

DEPARTMENT ORGANIZATION:

- Department of Fire/EMS
- Office of Emergency Medical Services (4/22)
- Office of Training, Health & Safety (4/22)

BUDGET AND STAFF INFORMATION:

<u>Bureau/Agency/Dept.</u>	<u>FY22</u>	<u>Staff #</u>
Fire/EMS	\$11,264,490	4 (as of 4/22)

MISSION STATEMENT:

The Mission of the Carroll County Maryland, Department of Fire & EMS is to protect life, property, and the environment. This will be accomplished through the provision of service excellence in a safe, efficient, and cost-effective manner. We will always assure professionalism, integrity, compassion, and respect to all whom we serve. It is our goal to meet the needs and expectations of the communities that we serve through effective fire, rescue, and emergency medical response. We will proactively address community risk reduction through risk identification, public education, and proactive planning. We recognize our human resources as being integral to our mission and will always support our members, both career and volunteer.

VISION:

To lead by example as a progressive, innovative, and dynamic organization. Committed to excellence in the delivery of all services and provided with compassion and care.

BUREAU/OFFICE HIGHLIGHTS:

Administration

Provides leadership for the Department of Fire & EMS. Development and implementation of a countywide Fire & EMS system. Coordination/liaison with CCVESA. Oversight of budget, planning, operations, logistics and human resources management.

Emergency Medical Services

Manages delivery of EMS countywide through coordination of 15 ambulances/medics. Provides medical oversight and coordinates with medical director. Assures legal compliance with state regulations. Coordinates licensure and certification and validates credentialing and annual skills evaluation. Provides liaison with local medical facilities, the state EMS agency (MIEMSS) and other allied organizations. Coordinates the security and quality assurance for all medications

including scheduled narcotics. Plans and administers all EMS related training programs and compliance requirements. Serves as the designated infection control officer consistent to OSHA regulations.

Training, Health & Safety

Manages the Public Safety Training Center (PSTC). Provides administration of all departmental credentialing as the local Accredited Training Review Agency (ATRA). Manages the department's on-line learning management system (LMS). Assures scheduling of facilities and training equipment. Serves as the departmental health & safety administrator and assures compliance and wellness initiatives consistent to national standards. Responds as required to incidents to provide safety officer coverage and coordinates the overall program.

ISSUES & FUTURE PLANS:

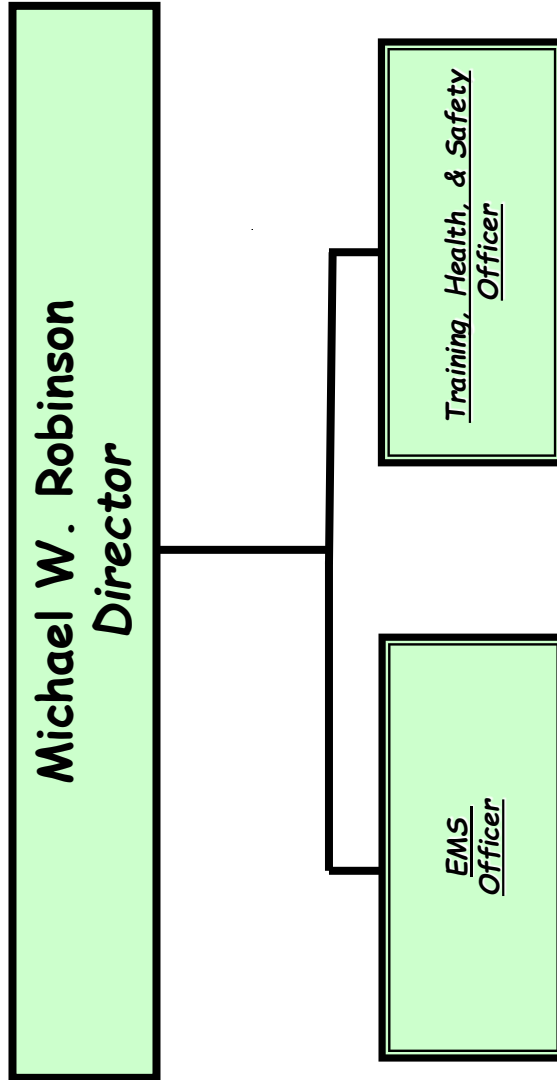
- Begin implementation of county employed career staffing incrementally as of 7/1/22
- Implement a 24/7 shift commander/supervisory position to assure continuity of command/control as well as EMS quality assurance and consistent staffing.
- Transition of staff and operational functions under a centralized structure.
- Transition the management of the Public Safety Training Center (PSTC).
- Enhance cost effectiveness by centralization of expenditures and programs.
- Development of an EMS Quality assurance plan to address EMS delivery and continuity of care.
- Implementation of a health/safety plan consistent to federal, state and recommended standards.
- Generate revenue by consolidation of EMS billing as county career staffing is implemented.
- Develop and implement a vehicle replacement/procurement policy.
- Utilization of technology to deliver training platforms that will assure compliance mandates among career and volunteer personnel.
- Consolidation of volunteer budget items and vendors to effect cost efficiency.

BOARDS / COMMISSIONS / COMMITTEES

- Carroll County Disaster Preparedness Group (Executive Committee)
- Local Emergency Planning Committee (LEPC)
- Carroll County Opioid Coalition
- Carroll County Emergency Services Advisory Council (ESAC) Ex-officio
- Carroll Community College-EMS Advisory Committee
- Carroll County Chamber of Commerce- Public Safety Awards Committee
- Region III EMS Council (MD Institute for EMS-MIEMSS)
- Jurisdictional Advisory Committee-(JAC) MIEMSS
- Maryland Metro Fire Chief's Committee-Vice Chair
- Maryland Fire Service Personnel Qualifications Board (MFSPQB) Chair

- Maryland Fire Chief's Association-Training Committee
- Maryland Council of Fire/Rescue Academies
- Maryland Incident Management Team (IMT) MD Department of Emergency Management
- Baltimore Urban Area Security Initiative (UASI) Special Operations Committee

DEPARTMENT OF
FIRE & EMS



DEPARTMENT OF HUMAN RESOURCES

Location: County Office Building, 225 N. Center Street, Room 100

DIRECTOR: Kimberly L. Frock

DEPARTMENT ORGANIZATION:

- Employment
- Benefits Administration
- Personnel Services

BUDGET AND STAFF INFORMATION:

<u>Bureau/Agency/Dept.</u>	<u>FY22</u>	<u>Staff #</u>
Employment	\$674,566	8
Benefits Administration	\$17,010,104	6
Personnel Services	\$154,550	3
Total:	\$17,839,220	17

MISSION STATEMENT:

The Department of Human Resources is dedicated to encouraging employee growth, fostering open communications and providing a respectful and supportive work environment to enable Carroll County Commissioner and Governmental Partner employees to improve and maintain their work productivity in the service of Carroll County Citizens.

BUREAU/OFFICE HIGHLIGHTS:

Employment

Human Resources is responsible for the entire employment process from hire to retire. The employment process includes recruitment and onboarding, employee training and engagement throughout their career and finishes when the employee leaves county service.

Salary administration includes the development and administration of all aspects of employee compensation. Human Resources oversees and implements salary increases awarded as part of the yearly budget process. Additionally, Human Resources is responsible for classification review to assure positions are graded properly and the development/oversight of career ladder promotional opportunities.

Human Resources is charged with compliance for all applicable federal, state and local employment laws. Specific laws include but are not limited to the Carroll County Code of Public Local Laws and Ordinances Chapter 36 Personnel Policies, I-9 Employment Eligibility Verification, Maryland New Hire Registry, Work Permit Administration for Minors, Fair Labor Standards Act (FLSA), Americans with Disabilities Act as Amended (ADAAA), Equal Employment Opportunity (including Affirmative Action), Title VII Civil Rights Act 1964, United States Drug-Free Workplace Act of 1988 and Uniformed Services Employment and Re-employment Rights Act (USERRA).

Human Resources assist and guide supervisors to ensure employee relations are handled properly and fairly. Investigations are conducted internally. A complaint requiring human resources involvement and subsequent investigation is one that can create a legal liability for the organization. This area becomes more challenging as new case law evolves.

Benefits Administration

Human Resources is the centralized agency responsible for the administration of all employee benefits for County and Governmental Partner employees and retirees. Governmental Partner agencies include Sheriff's Office, State's Attorney's Office, Circuit Court, Carroll County Public Library, Soil Conservation and Humane Society.

Benefits offered to County and Governmental Partner employees include but are not limited to tuition reimbursement, health, dental and vision coverage, employee assistance program (EAP), life insurance, short-term disability, long-term disability, 401(k)/457 plans, 4 State and 2 County pension plans, Length of Service Award Program (LOSAP for volunteer firefighters) dependent care reimbursement/flexible spending accounts and unemployment administration.

Human Resources is charged with compliance for all applicable federal, state and local laws pertaining to benefits. Specific laws include but are not limited to Carroll County Code of Public Local Laws and Ordinances Chapter 35 Personnel: Pensions and Retirement, Affordable Care Act (ACA), Family Medical Leave Act (FMLA) which includes Military Caregiver and Military Exigency leave, No Surprises Act, Health Insurance Portability and Accountability Act (HIPAA), Consolidated Omnibus Budget Reconciliation Act (COBRA) and Section 125 of the Internal Revenue Code.

The County is self-insured for health, dental and vision benefits and short-term disability. The County pays all claims and an administrative fee to a Third Party Administrator to process those claims. While the County does assume the risk there is also the benefit of lower costs if claims are less than projected. The County does maintain an Individual Stop Loss (ISL) policy limiting the liability for a member to \$450,000 per plan year to protect the County from catastrophic claims. The ISL pertains to active employees and retirees not yet on Medicare.

The wellness program is one important benefit added to the health plan to help control overall costs by preventing or mitigating an illness or injury. The goal is to keep the employees healthy and motivated, reduce absenteeism, and reduce disability expenses. This is a voluntary program. Each month is a different focus and can range from providing educational literature, biometric screenings, health fairs, flu shots, massages, or demonstrations.

Personnel Services

Staff is a flexible group of professionals, trained in County systems and procedures to provide support to County and Governmental Partner agencies. Assigned tasks may include special project assistance or to fill support staff vacancies on a short or long-term basis.

As vacancies occur or new positions are created, many County departments and Governmental Partner agencies have selected Personnel Services staff to fill those positions as they are already familiar with the agency and County policies and procedures. To date over 55 positions have been filled by employees who began their County Government careers in Personnel Services.

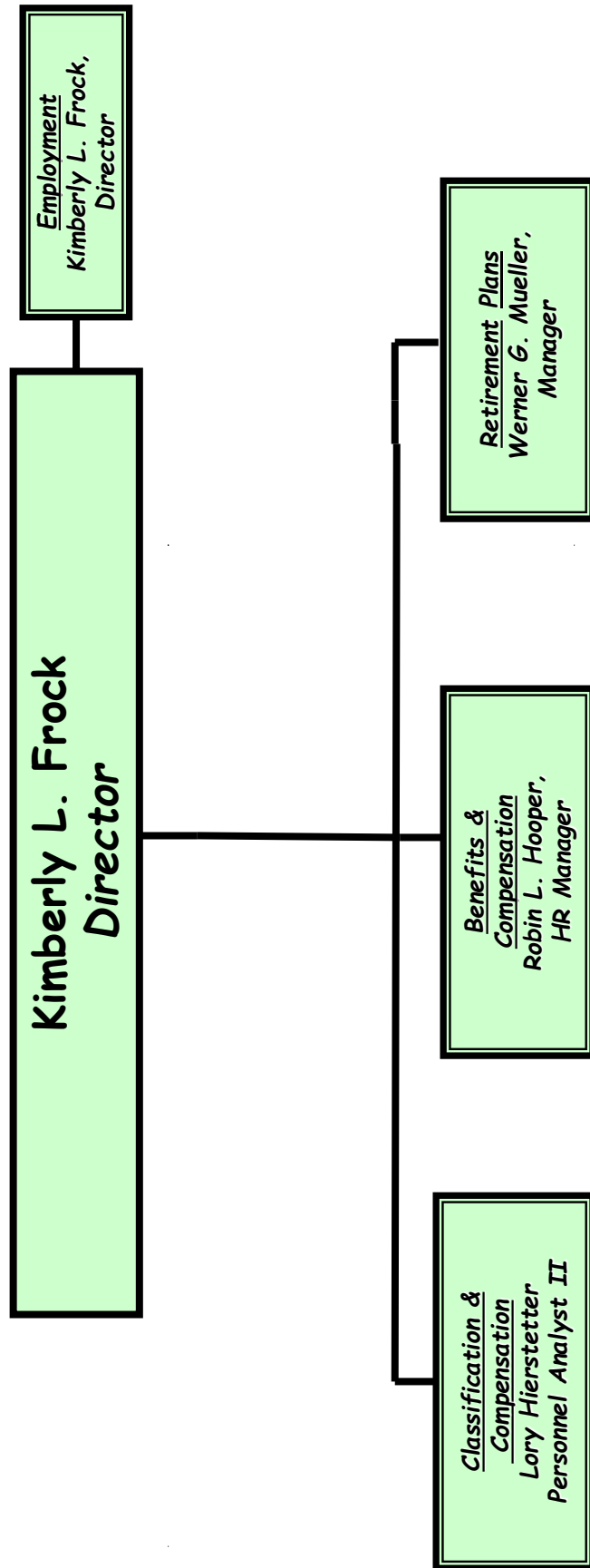
ISSUES & FUTURE PLANS (for County wide):

- COVID-19 monitoring and compliance with CDC guidelines.
- Monitor and track COVID-19 cases to assure correct protocols are being followed.
- Leadership Training
- New supervisor training to assure that employees promoted to supervisory role have all the tools necessary to be successful.
- Continued employee training on policies such as harassment, bullying, drug free workplace, etc.
- Compensation – continue to monitor plans in an effort to attract and retain qualified staff to serve the citizens of Carroll County.
- Succession Planning to address upcoming retirements which results in loss of institutional knowledge.
- Implement and migrate data to a new Human Resources platform that provides benefits to employees and management while streamlining processes.

BOARDS / COMMISSIONS / COMMITTEES:

- Review Workgroup Committee
- 401(k) & 457 Plan Committees
- Pension Committees
- Other Post-Employment Benefits Trust (OPEB)
- Wellness Committee

DEPARTMENT OF HUMAN RESOURCES



DEPARTMENT OF LAND AND RESOURCE MANAGEMENT

Location: County Office Building, 225 N. Center Street, Room 201

DIRECTOR: Christopher Heyn, PE

DEPARTMENT ORGANIZATION:

- Administration
- Agricultural Land Preservation Program (budgeted in Administration)
- Bureau of Development Review
- Bureau of Resource Management
- Zoning Administration

BUDGET AND STAFF INFORMATION:

Operating Budget

<u>Bureau/Agency/Dept.</u>	<u>FY22</u>	<u>Staff</u>
Administration	\$ 697,280	9
Bureau of Development Review	\$ 469,720	8
Bureau of Resource Management	\$ 4,243,180	23
Zoning Administration	\$ 239,000	4
Total	\$ 5,649,180	44

Community Investment Program (CIP)

	<u>FY22</u>
Agricultural Land Preservation	\$6,227,060
Stormwater Facility Renovation	\$300,000
Watershed Assessment and Improvement	\$3,406,527
Total	\$9,933,587

MISSION STATEMENT:

In support of the County's overall mission, 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, and agricultural preservation. This is accomplished through the administration of plans, initiatives, programs, implementation measures and code enforcement that ensures the continued protection and use of the natural and built environment by the citizens of Carroll County.

BUREAU/OFFICE HIGHLIGHTS:

Administration

Administration is responsible for the overall administration of the Department of Land and Resource Management. Administration includes direct oversight for implementation and compliance with the County's federal National Pollutant Discharge Elimination System (NPDES) Municipal Separate Storm Sewer System (MS4) Permit. Administration staff is responsible for submitting an annual permit compliance report to the Maryland Department of Environment. Annual in-house training for County and municipal staff is performed yearly in compliance with permit requirements.

Agricultural Land Preservation Program

Agricultural Land Preservation Program provides assistance related to options and funding for voluntary conservation of private property. The Program develops creative means to achieve the County's land preservation goal of 100,000 acres, to preserve farmland in perpetuity for present and future agricultural use. The County operates three preservation programs: the Carroll County Agricultural Land Preservation Program; the Critical Farms Program, which assists farmers in the purchase of a farm; and the Rural Legacy Program, operated through state grants and matching funds by the County. During fiscal year 2021, the Carroll County Agricultural Land Preservation Program closed on twenty-two (22) farms, comprising 2,384 acres. The total number of acres preserved through all programs as of June 30, 2021 is 76,595.

Bureau of Development Review

Bureau of Development Review provides 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. The Bureau interprets and consistently applies 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. The Bureau promotes economic development initiatives through expeditious reviews. During fiscal year 2021, the Bureau processed and recorded 47 final plats and presented 53 projects for full Planning Commission review.

Bureau of Resource Management

Bureau of Resource Management is responsible for protection and management of water, soil, and forestry resources. Staff is involved in a wide range of activities including subdivision and site plan review; retrofit and restoration projects; tree plantings, water supply protection; watershed assessments, restoration and protection; acquisition of grants for restoration efforts; forest protection and enhancement; landscape development and enhancement; floodplain management; stormwater management; sediment control; sinkhole investigation; program development; inspection and enforcement; and technical assistance to other county agencies, municipalities, and the general public. The Bureau is responsible for implementation and enforcement of seven chapters of the County Code and state/federal mandated programs. During fiscal year 2021, the Bureau completed three (3) structural storm water management retrofit projects; equaling 244 acres of treated impervious area. Fourteen (14) projects are currently under design and three (3) under construction. The Bureau actively pursues grant funding to supplement the NPDES

program. Since 2010, the Bureau has been successful in being awarded funds totaling \$16,695,344 to offset costs associated with NPDES permit requirements.

Zoning Administration

Zoning Administration is responsible for the implementation and enforcement of Chapter 158 Zoning of the Carroll County Code. The Code promotes the health, safety and general welfare of the community by establishing criteria for the use of land. Zoning Administration conducts public hearings, responds to complaints related to violations of the Code, and undertakes enforcement actions when necessary. During 2021, the Zoning Administration office reviewed 1960 building permits; opened 224 new investigations; issued 144 zoning certificates; had 121 administrative hearings; and reviewed 78 site plans.

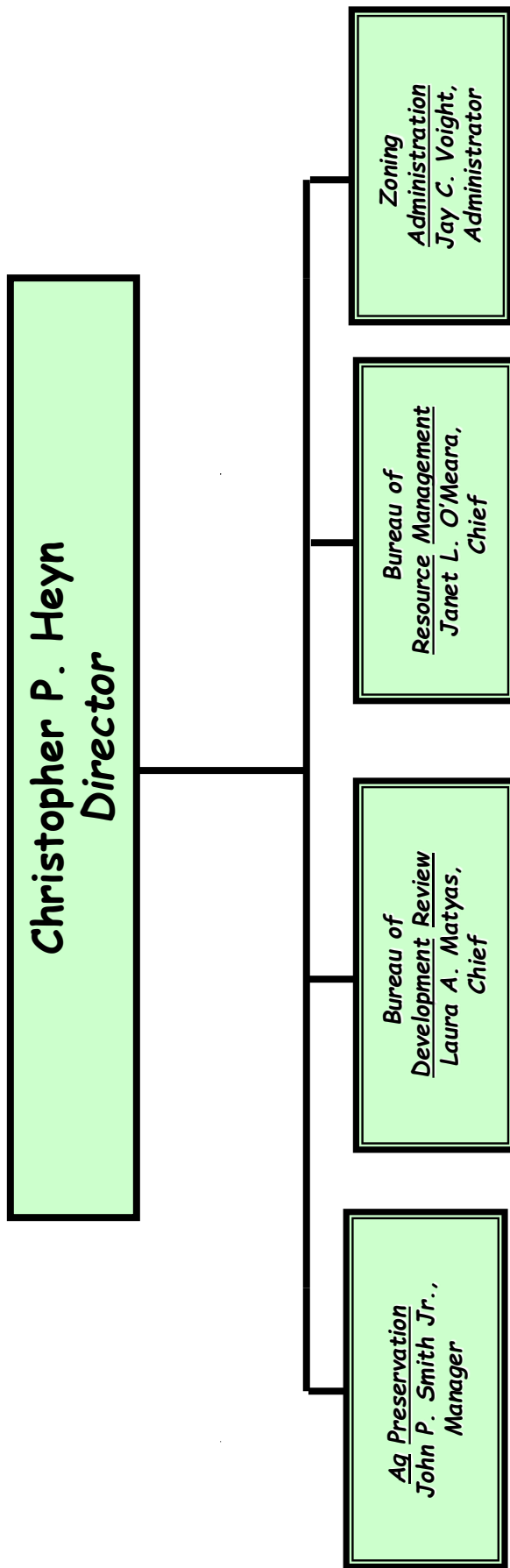
ISSUES & FUTURE PLANS:

- Currently supporting and coordinating with the Department of Planning a comprehensive update of the Carroll County Agriculture and Conservation Zoning Text.
- Involved in negotiations related to the next generation NPDES MS4 permit.
- Addressing issues related to Perfluorooctanoic acid (PFOA) and Perfluorooctane sulfonate (PFOS) category of emerging contaminants.

BOARDS / COMMISSIONS / COMMITTEES:

- Agricultural Land Preservation Advisory Board
- Design & Architectural Review Committee
- Environmental Advisory Council
- Monocacy Scenic River Citizens Advisory Board
- Water Resources Coordination Council

DEPARTMENT OF LAND AND RESOURCE
MANAGEMENT



DEPARTMENT OF MANAGEMENT AND BUDGET

Location: 225 N. Center Street, Room 315

DIRECTOR: Ted Zaleski

DEPARTMENT ORGANIZATION:

- Management and Budget Administration
- Budget
- Grants
- Risk Management

BUDGET AND STAFF INFORMATION:

<u>Bureau/Agency/Dept.</u>	<u>FY22</u>	<u>Staff #</u>
Management and Budget Administration	\$249,830	2
Budget	\$609,320	8
Grants	\$155,210	2
Risk Management	\$2,409,400	4
Total	\$3,423,760	16

MISSION STATEMENT:

Serve the people; watch the money.

BUREAU/OFFICE HIGHLIGHTS:

Budget

Budget projects revenues, helps the Commissioners build budgets and plans, and monitors actual performance. Budget helps the agencies to successfully provide services while working within revenue constraints. Budget provides research and analysis on a wide range of topics and issues.

Grants

Grants identifies grant opportunities, helps agencies submit successful grants, and provides support to agencies on grants management. Grants works with many County agencies, non-profit service providers, and community organizations to understand needs, services, and how grant funding can help.

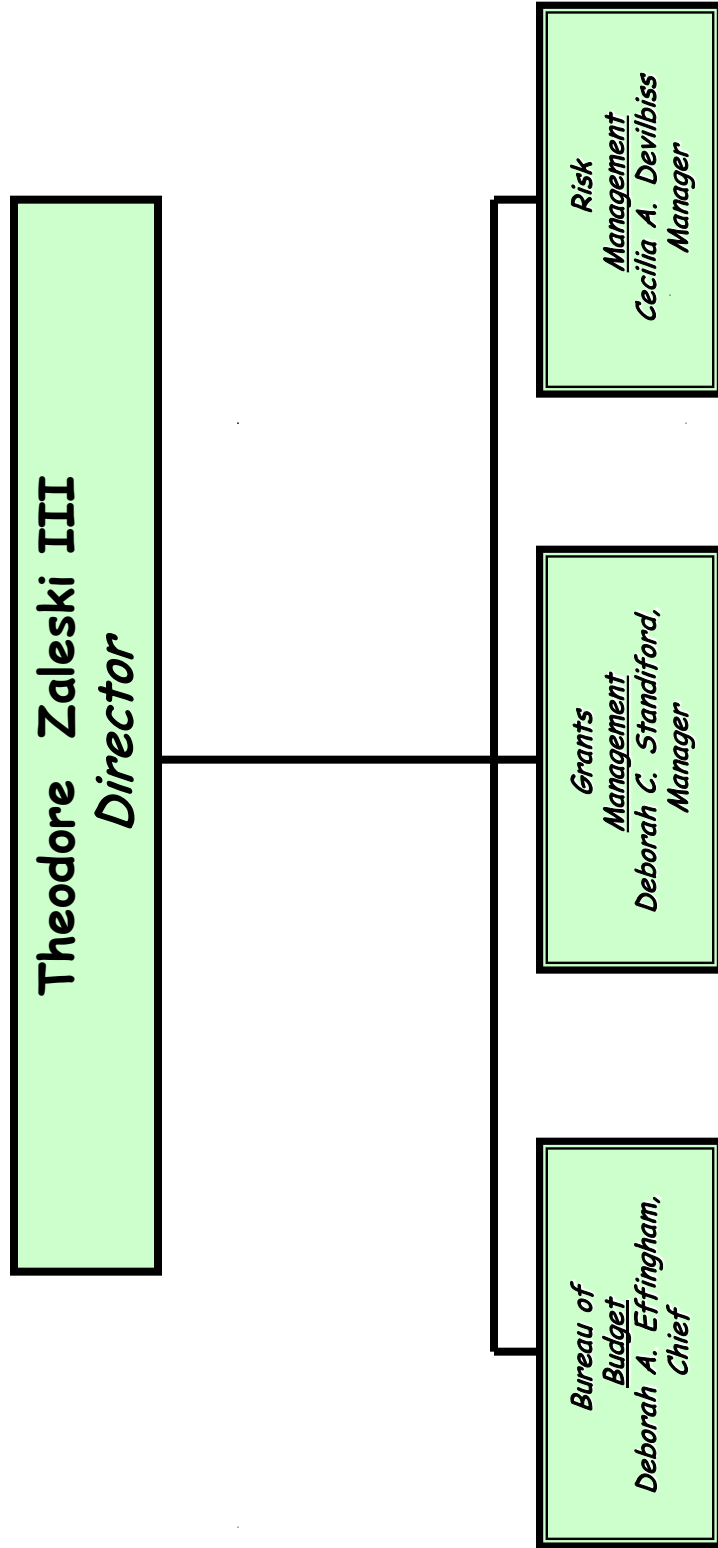
Risk Management

Risk Management manages our safety and workers compensation programs. The County is self-insured for workers compensation. Risk works to find an appropriate balance between reducing and avoiding risk, and the costs of those efforts.

ISSUES & FUTURE PLANS:

- Working with the Commissioners to get the Operating Plan back into balance.
- Developing a policy for retaining Unassigned Fund Balance
- Continuing to understand and plan for the County's infrastructure needs.

DEPARTMENT OF MANAGEMENT & BUDGET



DEPARTMENT OF PLANNING

Location: 225 N. Center Street, Room 106

DIRECTOR: Lynda Eisenberg

DEPARTMENT ORGANIZATION:

- Department of Planning (no other bureaus or offices reporting)

BUDGET AND STAFF INFORMATION:

<u>Bureau/Agency/Dept.</u>	<u>FY22</u>	<u>Staff #</u>
Planning	\$795,610	11

MISSION STATEMENT:

The Department's overall mission is to provide leadership in all aspects of planning, resource conservation, public facility investment, and growth management by developing and implementing plans that allocate personnel, physical, natural, fiscal and constructed resources in a manner that is equitable, responsible and defensible. The Department's activities support efforts to maintain the fabric of our communities; conserve our natural, mineral and cultural resources; minimize sprawl and inefficient development practices; actively encourage an environment that stimulates sound economic development opportunities; protect farmland, agricultural activities and their associated primary, secondary and tertiary economic contributions; and preserve our distinctive culture, heritage and lifestyle. This is accomplished through the preparation of plans, initiatives, programs and implementation measures that facilitate balanced economic opportunities, resource protection and development.

DEPARTMENT HIGHLIGHTS:

The primary goal of the Planning Department is to develop, prepare and implement comprehensive and functional plans, or issue-specific, plans for the county and smaller regions within the county. Bulleted below are a few of the department's highlights.

- Implement long-range planning initiatives, such as countywide comprehensive plan, water/sewer plans, transportation system enhancements, and local community plan updates.
- Advance County economic interests by assisting in the preparation of economic analyses and the provision of data in support of economic development studies, as well as through the preparation and implementation of the Economic Development element within comprehensive plans.
- Maintain a positive and productive working relationship with all eight municipalities to achieve strong planning coordination between the two levels of local government.
- Institute a regular cycle of comprehensive plan updates.
- Provide assistance to the municipalities to meet their state planning requirements within deadlines set by the state.

- Continually improve the quality of analysis and information support needed for decision-makers to make appropriate and well-founded decisions.
- Proactively seek new ways to increase public awareness of planning issues and enhance community participation in planning processes, including expanding the use of electronic media, social/networking sites, and other accessible methods for seeking input.
- Promote and facilitate the Energy Saver Loan Program.
- Participate in regional planning efforts and committees such as the Baltimore Regional Transportation Board and the MD Association of Counties Planners Affiliate.
- Complete state planning requirements within deadlines set by the state for County areas and projects.
- Use current technologies to facilitate access to planning-related information for citizens.

ISSUES & FUTURE PLANS:

- Implement all Adopted and Approved plans. Such as:
 - Complete implementation of the Finksburg Corridor Plan, which is underway with the Sustainable Communities application for the Corridor.
 - Complete the Freedom Area Comprehensive Plan.
 - Complete the implementation processes associated with the County Master Plan, including but not limited to a comprehensive county rezoning effort, both text and map. Commercial/Industrial/Employment Campus Districts and Residential Districts text amendments and map updates are complete. Currently the Ag and Conservation Zoning Districts are under review.
- Implement the Bicycle-Pedestrian Master Plan - Most notable is the Patapsco Regional Greenway initiative.
- Complete the County-wide Transportation Master Plan.
- Update inventory of historic structure in the County.

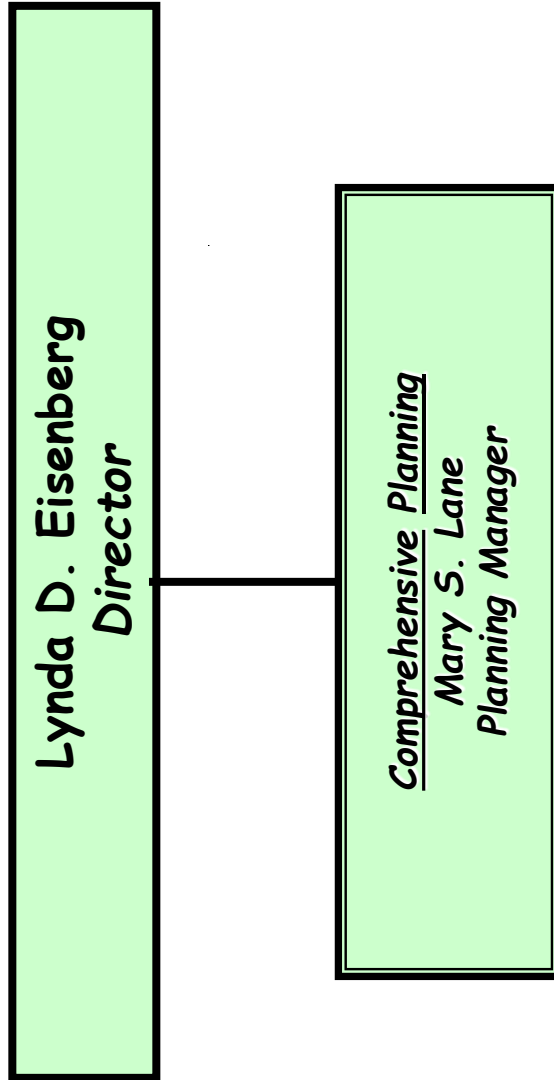
BOARDS / COMMISSIONS / COMMITTEES:

To promote Carroll County's interests by serving on local, state, and regional boards and committees addressing planning questions of importance to Carroll County citizens. The director and staff participate on the following:

- Carroll County Planning & Zoning Commission, Director is the Secretary of the Commission
- BRTB (Baltimore Regional Transportation Board) Empowered Representative
- HCWHA (Heart of the Civil War Heritage Area) Advisory Board Member
- MACO (Maryland Association of Counties) Planning Directors Affiliate
- Tech Committee/BRTB (Baltimore Regional Transportation Board) Proxy
- Traffic Team
- TAC (Transportation Advisory Committee)
- Public Works Liaison

- BPAG (Bicycle Pedestrian Advisory Group)
- HPC (Historic Preservation Commission) Lead Staff
- BMC (Baltimore Metropolitan Council) GIS (Geographic Information Systems) Committee
- CC GIS User Group
- BRTB (Baltimore Regional Transportation Board) Cooperative Forecasting

DEPARTMENT OF
COMPREHENSIVE PLANNING



DEPARTMENT OF PUBLIC SAFETY

Location: 225 N. Center Street, Room 023

DIRECTOR: Scott R. Campbell

DEPARTMENT ORGANIZATION:

- Emergency Communications
- Emergency Management
- Emergency Services Support

BUDGET AND STAFF INFORMATION:

<u>Bureau/Agency/Depts.</u>	<u>FY22</u>	<u>Staff #</u>	<u>(Authorized)</u>
Administration + Emer. Mgmt. + Emer. Services Support	\$3,133,190	9 FT	+ 1 Contractual
Emergency <u>Communications</u>	\$3,215,740	43 FT	+ 7 <u>Contractual</u>
Total:	\$6,348,930	52 FT	+ 8 Contractual
	+\$584,560 <i>Grant Funding</i>		

MISSION STATEMENT:

The Department of Public Safety is dedicated to developing, promoting, and maintaining the protection of the people, property, and natural resources of Carroll County in a fair and professional manner.

BUREAU/OFFICE HIGHLIGHTS:

Emergency Communications

Operates the County's only Primary "Public Safety Answering Point (PSAP)", or 9-1-1 Center, answers calls to 9-1-1, provides "emergency pre-arrival instructions", operates the County's 800 MHz radio system, and dispatches a combination of fire, emergency medical, and law enforcement services.

Emergency Management

Plans and prepares for, mitigates anticipated impact of, responds to, and assists with recovery from the occurrence of disasters involving "all hazards" (both natural and man-made).

Emergency Services Support

Assists/supports the County's first responder community in a significant number of ways, including but not limited to administering several service delivery-related initiatives (e.g., Rural

Water Supply; Locked Key Box); conducting a variety of plan/system reviews; certifying adequacy of fire & emergency medical services; maintaining critical service-related GIS data.

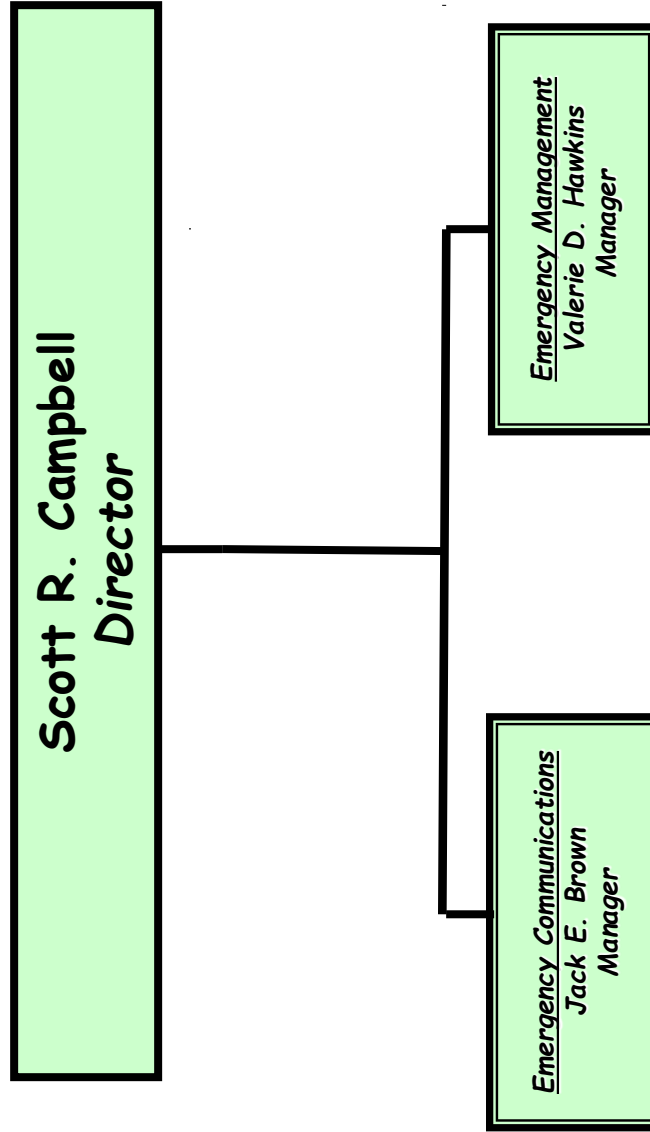
ISSUES & FUTURE PLANS:

- Next Generation 9-1-1 / *Nov. 18, 2021 - Entered into 5-Yr Agreement with Vesta Solutions*
- Nationwide dedicated broadband for Public Safety (i.e., “FirstNet”)
- Opioid Crisis / *Active in several initiatives (e.g., “Opioid Senior Policy Group”)*
- Future of Fire Service (Fire, Rescue, & EMS) / *Oct. 1, 2020 - Creation of Dept. of FEMS*
- Transition all public safety-affiliated subscribers (i.e., mobile & portable radios) to newest generation devices using latest technology / *FY2023 = Year 4 of 5-Year Transition Plan*
- Maintain current countywide 800 MHz trunked digital radio system at highest level of technology available / *Achieved by annual service, maintenance, and upkeep agreement with radio system vendor [Motorola Solutions, Inc.] via SUA (continuous technology upgrades)*
- Continue deployment of ‘Field Mobile’ application interfaced with CAD, throughout all disciplines of public safety / first responder community / *Expand coverage each fiscal year*

BOARDS / COMMISSIONS / COMMITTEES:

- Carroll County Disaster Preparedness Group
 - Main/General Membership & Executive Committee
- Carroll County Local Emergency Planning Committee (LEPC)
- Opioid Crisis
 - Senior Policy Group, Local Overdose Fatality Review Team,
- Behavioral Health
 - Provider Council
 - Advisory Council
- Local Community Advisory Council (BGE)
- MACo - Emergency Management Affiliate & Emergency Communications Sub-Comm.
- Baltimore Urban Area Security Initiative (UASI)
 - Executive Workgroup & Emergency Management Committee
- Mid-Atlantic Center for Emer. Mgmt. & Public Safety Advisory Council
- CCVESA – Fire/Rescue Ops Comm., EMS Ops Comm.
- Carroll Community College - EMS Advisory Committee
- Carroll County Public Schools - Security Advisory Council
- County Liaison to:
 - Carroll County Law Enforcement Community
 - Maryland Emergency Management Agency (MEMA)
 - Maryland Office of the State Fire Marshal (OSFM)

DEPARTMENT OF PUBLIC SAFETY



DEPARTMENT OF PUBLIC WORKS

Location: 225 N. Center Street, Room 200

DIRECTOR: Jeffrey D. Castonguay

DEPUTY DIRECTORS: Douglas W. Brown
Jason C. Green
Eric B. Burdine

DEPARTMENT ORGANIZATION:

- Administration/Building Security
- Airport Operations
- Bureau of Building Construction
- Bureau of Engineering
- Bureau of Facilities
- Bureau of Fleet Management
- Bureau of Permits & Inspections
- Bureau of Roads Operations
- Bureau of Solid Waste
- Bureau of Utilities
- Transit

BUDGET AND STAFF INFORMATION:

Department Budget FY22

<u>Bureau/Agency/Dept.</u>	<u>Operating</u>	<u>Capital</u>		<u>Employees</u>
Administration (include Front Desk)	\$603,400			10
Airport Operations	\$912,520	\$38,000		4
Bureau of Building Construction	\$329,350	\$13,669,152	Project Oversight	4
Bureau of Engineering	\$1,521,120	\$2,694,850	Bridges	21
		\$21,835,000	Roads	
Bureau of Facilities	\$12,499,960	\$1,504,400		59
Bureau of Fleet Management	\$7,885,910			23
Bureau of Permits & Inspections	\$1,441,130			24
Bureau of Roads Operations	\$7,569,090			107
Storm Emergencies	\$2,201,160			
Traffic Control	\$350,320			
Bureau of Solid Waste	\$12,086,570	\$25,180,000	Property Acq. Master Plan	18
Bureau of Utilities	\$12,617,345	\$10,987,971		33
Transit Services (includes veterans)	\$2,704,142	374,728		1
Totals:	\$62,722,017	\$49,599,701		308

MISSION STATEMENT:

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 solid waste and recyclables management systems.

BUREAU/OFFICE HIGHLIGHTS:

Airport Operations

This Enterprise Fund maximizes the safe operation of the Carroll County Regional Airport as part of the national transportation infrastructure while ensuring a minimum disruption to the quality of life for individuals living and working near the facility. A new runway project is underway to enhance aviation safety and to meet current and future Federal Aviation Administration requirements.

Bureau of Building Construction

Building Construction provides quality design and construction oversight from conception, programming, and budgeting, through design, construction, and the warranty period. They act on behalf of the County as the owner/developer of the project and serve as the point of contact between the County, user agency, professional design services and contractors to help each to understand what is needed. They have successfully managed projects from smaller renovations and additions to a complete eight building community college.

Bureau of Engineering

- Provides accurate in-house, buildable construction drawings, specifications and cost estimates for County road construction and maintenance, bridge rehabilitation and replacements, and drainage systems. Projects have included support of capital projects, grading studies, parking lots, boundary plats, road design, highway safety improvements, and drainage and culvert design.
- This Bureau provides a survey data base that maintains county wide global positioning system points, survey control and topographic surveys of County-owned property and projects.
- The inspection services are employed for construction and upgrade of roads, storm drains, bridges, and hot mix asphalt overlays. They ensure that projects are built according to standards, using approved materials and to proposed dimensions. They control the measurement and quantities of materials as well as the collection of payments.

Bureau of Fleet Management & Warehouse Operations

Fleet Management provides preventative maintenance, diagnostics, and major repair 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 dump trucks, buses, mowers, tractors, generators, and patrol vehicles. With 13 mechanics and 9 support staff, the Bureau oversees 503 County, 463 Governmental Partners, and 36 non-profit vehicles.

Bureau of Fleet Management

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, heavy equipment, buses, lawn mowers and patrol vehicles. With 13 mechanics and 11 support staff, the Bureau oversees 491 County, 521 Governmental Partners, and 158 non-profit vehicles.

Bureau of Permits and Inspections

Ensures compliance with minimum code standards adopted by the State and County to safeguard public safety in residential and commercial construction throughout the county including in all eight municipalities. Staff is responsible for verifying compliance with building, fire, electrical, mechanical, plumbing, handicap (ADA), energy, and life safety codes adopted through state law and local ordinance. The Bureau processes and issues all building, fire, electrical and plumbing permits as well as licensing or registering electricians, plumbers, gas fitters, and utility contractors.

Bureau of Roads Operations

Uses timely preventative maintenance measures to keep the roads and bridges in good condition and reduce life cycle costs. They maintain 1,575 roads consisting of 970 miles of paved roads, 65 miles of gravel roads, and 154 bridges. Tasks include roadway evaluations, paving, patching, crack sealing, shoulder restoration, ditch installation and conditioning, inlet repair and rebuilding, pipe maintenance and replacement, roadside mowing, tree trimming and removal, litter, and debris removal, and 66 snowplow routes.

Bureau of Solid Waste

Carroll County is required by Maryland law to provide for waste disposal options for residents and businesses of the County. To that end, the Solid Waste Enterprise Fund (SWEF) operates the Carroll County Resource Recovery Park which includes the Northern Landfill, the Waste & Recyclables Transfer Station, on-site residential use waste drop-off area, on-site residential use recyclables drop-off area, four closed landfills, and the County's recycling program. The SWEF staff of 18 includes the Bureau Chief and Recycling Manager at the County Office Building, and Solid Waste Manager, Office Technician, five Weighmasters at the scale house, one Heavy Equipment Field Mechanic, two Solid Waste Foremen, and six Landfill Equipment Operators at the Northern Landfill. The facility is open Monday through Saturday (less holidays).

As of December 2021, permitted disposal capacity at Northern Landfill is approximately 50% consumed. If all waste received at the facility were landfilled, the Northern Landfill would be full within 12 years. To extend the life of Northern Landfill, the County built a waste and recyclables transfer station in 1998 and began transferring most of the waste received to out-of-area landfills. This decision generated an unfunded increase in operating expense, necessitating an annual transfer from the county's General Fund to balance the SWEF operating budget. The annual transfer amount varies based on operating needs and market conditions primarily related to the recycling program. Due to the presence of a private sector waste transfer station in Carroll County, landfill waste tip fees cannot be raised to a level sufficient to offset waste transfer costs without haulers diverting significant waste amounts to the private sector transfer station.

In FY21, Northern Landfill received 114,100 tons of waste and transferred 85,700 tons, or 75% of waste received, to out-of-state landfills for disposal. This includes 23,490 tons of construction/demolition waste. The facility also accepted 4,123 tons of yard waste hauled off site to be processed into mulch and 381 tons of scrap tires. Northern Landfill produced approximately 7.5 million gallons of leachate which was hauled for disposal at the County septage facility or to the Baltimore County wastewater collection system. The full-service recycling center at the Northern Resource Recovery Park, recycled approximately 17,659 tons of material including: paper and cardboard; plastics; textiles; car and truck batteries; aluminum; white goods/scrap metal; glass and electronics. Approximately 15,550 tons of recyclables were delivered by waste haulers, and approx. 2,100 tons were delivered directly by residents. Services at the residential use recycling drop-off area are augmented by the Arc of Carroll County attendants who help manage the area and direct residents.

In September 2021, Carroll County acquired 326 acres of land adjacent to the Northern Landfill, for the purpose of developing a sustainable, long term Solid Waste and Recycling Master Plan solution for residents and businesses of the County. Initial evaluation of the new property has commenced, with the goal of completing the Master Plan (including design and permitting of an expansion to Northern Landfill, and planning for co-locating various waste diversion and recovery options) within 5-7 years. Funds for Master Plan development, design and permitting efforts and initial infrastructure are included in the county's CIP Budget.

At the closed Hoods Mill Landfill property in Woodbine, Maryland, WeCare Denali leases approximately 40 acres of land from the county and operates a mulch and composting facility. This facility has been in operation since the early 2000's. WeCare also accepts yard waste from county residents free of charge on at least 2 Saturdays per month, providing a yard waste recycling option for residents in the south county area.

The county formerly operated a waste and recycling drop-off area at the closed Hoods Mill landfill on 2 Saturdays per month. This facility was closed at the onset of the COVID-19 pandemic. Following closure, MDE and the county identified multiple potential regulatory compliance issues which would need resolved should the facility be reopened. Projected costs to upgrade the facility to meet MDE regulations and worker/customer health and safety requirements are in excess of \$400,000 - \$500,000. Resulting ongoing operating costs would also increase significantly due to required changes in material handling to meet MDE requirements. Based on the significant financial and operational commitment needed to reopen compared to the relatively few customers using the facility, the county has not reopened the drop-off area.

Bureau of Utilities

This Enterprise Fund manages the water and sanitary systems in four areas of the County.

- **Water Systems:**
 - Freedom Water System – The Freedom Water Treatment Plant has a 4.0-million-gallon capacity and currently treats 2.0 million gallons per day from the Liberty Reservoir and two wells to serve 8,232 customers. It employs three water tanks, and 139 miles of distribution lines.
 - Also operates two minor water systems for 128 customers with two wells and two storage tanks in Pleasant Valley and Bark Hill.

- Sanitary Systems:
 - Freedom Sanitary System – Treats 3.5 million gallons per day from 8,232 customers using 125 miles of collection piping and 14 pumping stations and a wastewater treatment plant.
 - Hampstead Sanitary System – Serves 2,256 customers with 35 miles of collection piping, seven pump stations and a 0.9 million gallons per day wastewater treatment plant.
 - Operates one wastewater system in Pleasant Valley and two minor wastewater systems, that serve two elementary schools (Runnymede, Winfield), one high school (South Carroll), and one fire station (Winfield).

Transportation

- Carroll Transit System (CTS) consists of 46 vehicles that transport citizens within Carroll County. Three services are provided: Demand Response, TrailBlazer, and Veterans Shuttle.
- Demand Response transports client's door to door and consists primarily of the elderly, disabled, and students. Fares are based on mileage and range between \$4-\$9/one way. There is also a 50% college student discount available for Demand Response.
- TrailBlazer is a fixed route which has defined stops and locations throughout the County. There are currently nine routes which operate in Taneytown, Westminster, North Carroll, and South Carroll. Fare is \$2 upon boarding the vehicle, unless the rider is a senior, a Medicare card holder, has a disability or applied for a college student discount – the fare is \$1.
- The Veterans Shuttle transports veterans to VA facilities in Frederick, Baltimore and Martinsburg, WV. The Veterans Shuttle is a free service to all Veterans in Carroll County. The Veteran is verified through the Bureau of Aging – Veteran Services.
- Ridership:

	Demand Response	TrailBlazer	Veterans
FY20 (Jul-Mar) Avg Trips/Month	10,175	2,055	66
FY22 (Jul-Sept) Avg Trips/Month	4,135	1,625	39

ISSUES & FUTURE PLANS:

- Administration/Building Security – Identify and manage the space needs for all county agency operations within the buildings currently operated while remaining within budget limitation. Enhance our safety program within the department toward the goal of zero accidents while reducing workman's compensation claims. Continue to update building access and security policies and procedures to keep the workforce safe at all buildings. Workload and salary analysis is ongoing in order to maintain a workforce adequate to provide uninterrupted services to our citizens.

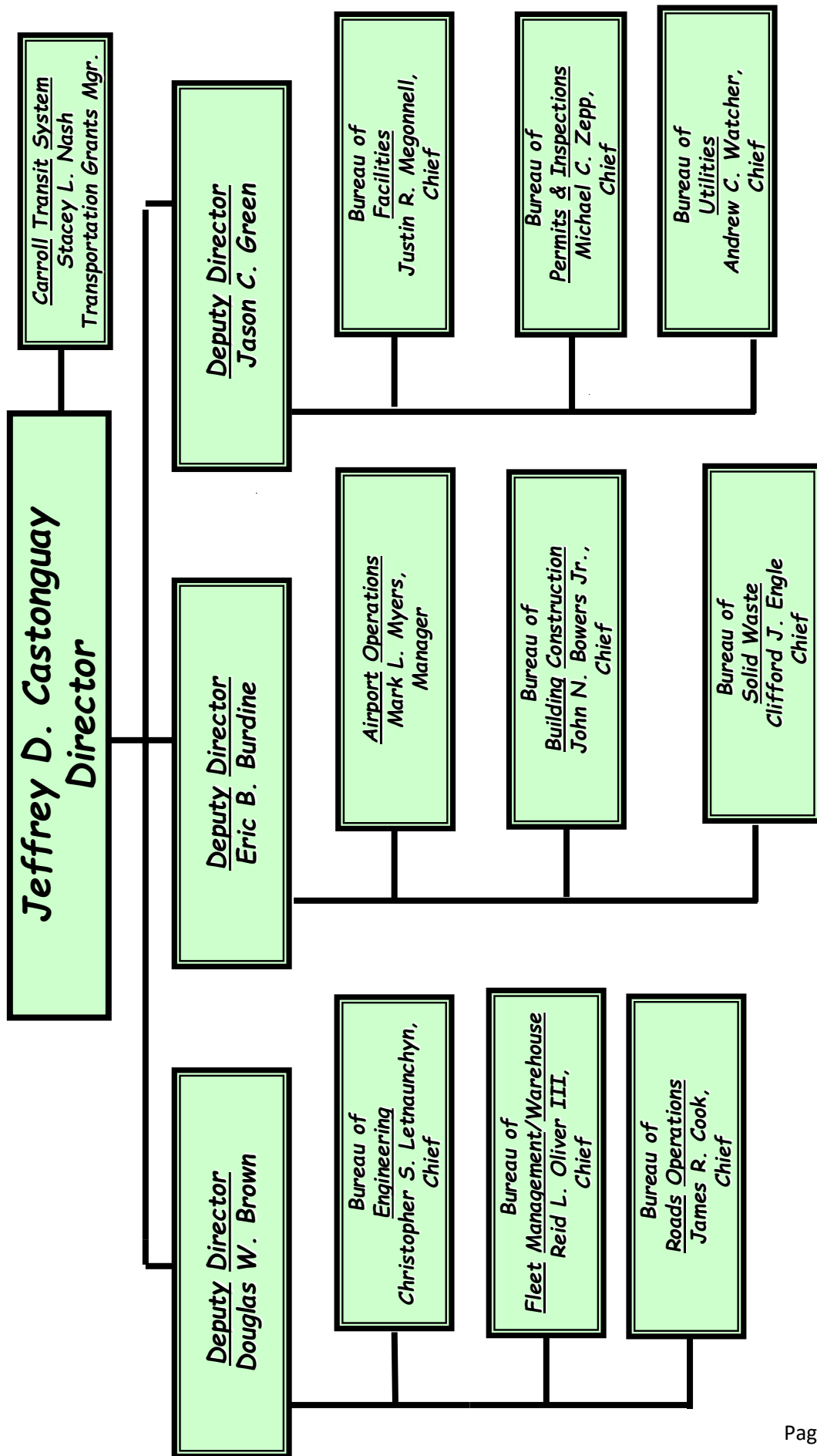
- Airport Operations - The County is moving forward with a Federal Aviation Administration (FAA) supported safety enhancement project that will provide a new and longer runway with additional separation between the runway and taxiway to meet current and future FAA requirements and standards.
- Bureau of Building Construction – Future plans/Large Projects include: 1.) Construct a new community center; 2.) Public Safety Training Center’s Live Training Burn Building; 3) Construct a new County Attorney’s Office Building
- Bureau of Engineering – Continued adequate funding for infrastructure. Ongoing GIS (geographic information system) data collection for enhanced asset management.
- Bureau of Facilities – With the addition of three new buildings to the County infrastructure, additional staffing resources will be needed to maintain these sites. This staffing will be used to ensure each building is properly maintained for current use and to ensure long-term viability of each asset. Continue to expand the asset management system implemented in FY21 to better manage, budget, monitor and maintain an aging infrastructure.
- Bureau of Fleet Management - Continue maintenance and inspections on County owned vehicles and replace aged and failing equipment, while meeting the demands of zero emissions.
- Bureau of Roads – Continued maintenance and inspection of County owned roads and storm drain system. Working towards upgrades to our citizen service request and work order management systems. Looking to integrate GPS and camera systems into our vehicles for upgraded safety and accountability for our work force.
- Bureau of Permits and Inspections – Working with IT toward having the final phases of Accela fully operational by FY2024. This will allow for streamlining the on-line permit application process. Maintain a high level of customer service to ensure citizens and businesses have successful projects.
- Bureau of Utilities – (Enterprise fund) Continue to operate and maintain the water treatment and distribution and sewer collection and treatment systems in four areas throughout the county. Ongoing use and expansion of an asset management system to better manage, budget, monitor and maintain aging infrastructure. Develop staff to manage certain repairs in-house to enhance staff knowledge and technical skills while saving funds for other needs.
- Bureau of Solid Waste
 - Scheduled to landfill 12,500 tons/year of waste in Northern Landfill during FY22, following a four-year period of increased landfill to reduce transfer costs. The result was reduced landfill life with little financial benefit to the fund. At 12,500 tons landfilled per year, overall facility life is approx. 100 years. However, at 55,000 tons landfilled per year, overall life would be reduced to approx. 20-24 years.
 - Due to transferring most of the waste received without a dedicated revenue source to cover the +/- \$5M per year annual cost, the Solid Waste Enterprise Fund operates at a deficit and requires an annual contribution from the General Fund. Multiple studies conducted internally and by third parties over the last 15 years have shown the solution is not an expense side solution but rather a revenue side solution.
 - Carroll County Resource Recovery Park Master Plan - This project was initiated in December 2021 and will result in a sustainable, long-term plan for waste and recycling in Carroll County. The goal is for the Master Plan to lead the SWEF to a financially and environmentally sustainable position.

- Transportation - Continue to provide rides for qualified citizens of Carroll and to add additional routes to serve more citizens in different areas of the County. Working to reconfigure routes for program efficiency.

BOARDS / COMMISSIONS / COMMITTEES:

- Carroll County Electrical Board (Bureau of Permits and Inspections)
- Carroll County Plumbing Board (Bureau of Permits and Inspections)
- Solid Waste Advisory Council (Bureau of Solid Waste)
- Transit Advisory Committee (Transportation)

DEPARTMENT OF PUBLIC WORKS



DEPARTMENT OF RECREATION AND PARKS

Location: Robert Moton Center, 300 South Center Street, Westminster

DIRECTOR: Jeff R. Degitz, CPRP

DEPARTMENT ORGANIZATION:

- Administration
- Bureau of Recreation
- Bureau of Parks

BUDGET AND STAFF INFORMATION:

<u>Bureau/Agency/Dept.</u>	<u>FY21</u>	<u>Staff #</u>
Administration	\$419,180	5 FT
Bureau of Recreation	\$642,830	5 FT
Bureau of Parks	\$1,803,600	16 FT
Total	\$2,865,610	26 FT

- Over 8,800 volunteers annually.
- Volunteers spent over \$5 million in locally raised funds and contributed service hours valued at \$13 million in support of their programs. This results in a total community contribution of \$18 million, a rate of over \$6.25 for every dollar in the approved Recreation and Parks budget (or \$280 for every Carroll County household).
- Recreation and Parks annually generates over \$1.1 million in user fee revenue to help support operations and offset operating costs at major park facilities.

MISSION STATEMENT:

Connecting people, parks and programs in support of a strong, healthy community and natural environment.

BUREAU/OFFICE HIGHLIGHTS:

Administration

Administration manages capital improvement program for department's 28 parks and overall operations of two Bureaus (Recreation and Parks) as well as community relations, social media and website. Staff administers Program Open Space funds from the State of Maryland for Carroll County and municipalities as well as the Park Legacy Fund (PLF). In 2021, over \$50,000 in county park improvements were funded through the PLF.

Carroll County has over 8,000 acres of publicly owned lands available for recreational activities, ranging from scenic, natural places to high activity parks. Included in this acreage are schools whose playing fields/gyms are scheduled by the department for program use, reservoir areas that feature outdoor recreation opportunities, state parks in Carroll County and municipal parks. The County's parks consist of a total of 4,647 acres.

Bureau of Recreation

The Bureau administers operations of volunteer recreation councils including coordination of over 8,000 volunteer jobs annually and schedules activities at county & municipal sites and 40 public schools as well as private schools and Carroll Community College. The Bureau manages a background check program for volunteers and administers Community Recreation Programs with quarterly program guides that supplement recreation council activities.

Bureau of Parks

The Bureau oversees the department's major park facilities and assists with capital improvements at remaining parks. User fees are established to recoup the majority of approved operating budgets at five (5) sites. In FY20, \$1.1 million in fees were collected at Piney Run Park, Hashawha, Carroll County Sports Complex, Bennett Cerf Dog Park and Hap Baker Firearms Facility against \$1.82 million in approved operating budgets.

ISSUES & FUTURE PLANS:

Capital Budget

- Finish What Was Started – Continue progress towards completion of major park projects initiated in early 2000's such as Krimgold and Leister Parks. Previous state Program Open Space funding cuts have delayed completion of these parks.
- Take Care of What We Have – Maintenance of existing park infrastructure continues to be an important issue. While additional funding has been made available in recent years to address this concern, we need to continue to budget for ongoing life cycle replacement due to age and condition of infrastructure.
- Give People What They Want – By far, the most requested park amenity in the department's past two (2) needs assessment surveys is more walking trails. Considering the aging population and decreasing school age population, future capital budgets will likely see a transition to more emphasis on trails and other passive amenities.
- In addition, youth sports programs continue to request more gym and field space for their activities as well as turf fields.

Other Issues & Future Plans

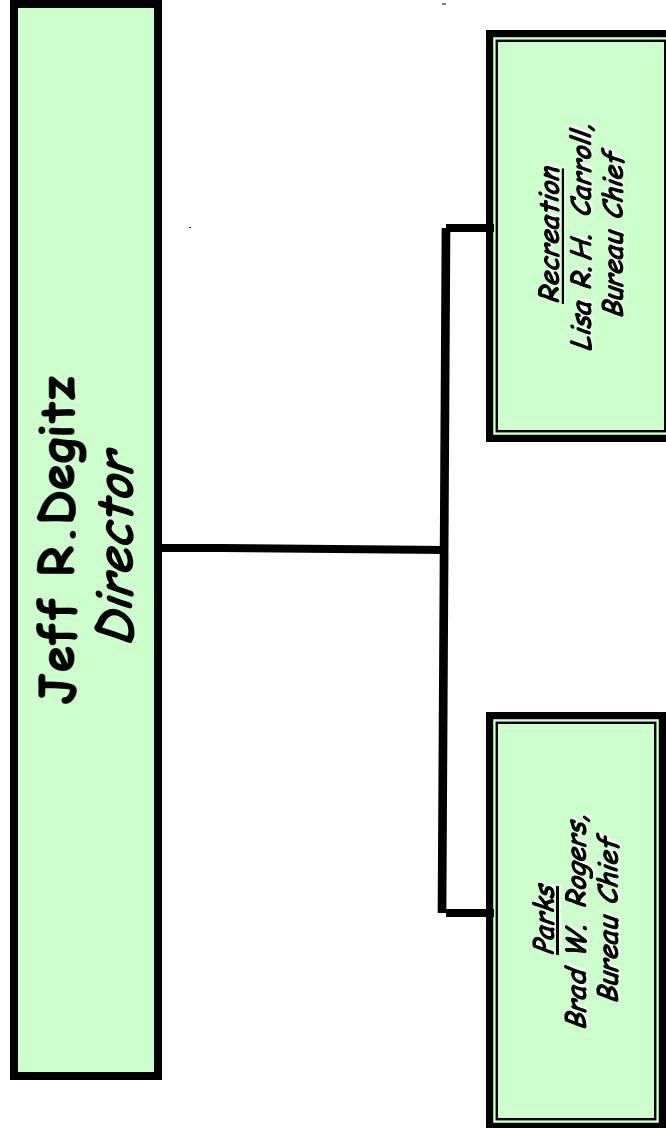
- Continue to provide staff support to volunteer recreation councils and effectively leverage community contributions of funding and service hours.
- Monitor possibility of additional school closures and develop/implement plan for continued facility usage or program relocation (if possible).
- Develop additional outdoor recreation opportunities in western part of county by securing control of abandoned railroad corridor for trail and expanding existing water trail with improved launch areas.
- Increase efforts to provide more activities for active adults and seniors as demographics continue to change in future years.
- Continue to offer educational initiatives such as signage in parks that promotes local history, increased STEM programming and environmental education opportunities.
- Continue to promote opportunities to develop direct bicycle and pedestrian access to parks to decrease vehicle usage and extend park experience.

- Continue to further use technology such as QR codes, development of apps to enhance users' experiences in parks.
- For a complete list of goals, please see the department's Strategic Plan found at the following link: <https://www.carrollcountymd.gov/government/directory/recreation-parks/general-information/2020-annual-report/>.

BOARDS / COMMISSIONS / COMMITTEES:

- Recreation and Parks Advisory Board (Eleven members, including one BOE representative)

DEPARTMENT OF RECREATION & PARKS



DEPARTMENT OF TECHNOLOGY SERVICES

Location: 225 N. Center Street, Room 011

DIRECTOR: Mark E. Ripper

DEPARTMENT ORGANIZATION:

- Administration
- Application and Programming Division
- Client Services Division
- Enterprise Geographic Information Systems Division
- Graphic Design/Media
- Networking Division
- Production and Distribution Services

BUDGET AND STAFF INFORMATION:

<u>Bureau/Agency/Dept.</u>	<u>FY22</u>	<u>Staff #</u>
Technology Services	\$5,095,886	32 FT
Production Distribution Services	\$391,268	3 FT
Total	\$5,487,154	35 FT

MISSION STATEMENT:

The mission of Carroll County Government's Office of Technology Services is 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.

BUREAU/OFFICE HIGHLIGHTS:

Applications and Programming Division consists of one manager, five programmer analysts and two computer operators. They are responsible for the major applications which support the government internally and those that support services provided to the public. The four major applications include the Integrated Land Management System, Financial System – FMS, Human Resources and Payroll systems, and Collections. The Programming Division is responsible for the applications on the Internet that are used by the public.

Client Services Division provides support and training for employees using any of the computer hardware or software applications at a personal computer level. This division currently has a manager, one help-desk employee and five client service analysts, each of whom are assigned to specific agencies. This allows them to understand the functions of the agencies to which they are assigned and provide a coordinated approach to using technology. Also, there are two hardware technicians that maintain and repair the equipment.

Production-Distribution Services in the Client Services Division has three employees. There are two main functions in this area. The first function is that of a copy center for all of the agencies - handling copy jobs that require a large number of copies, and in many, cases binding. The second function is to provide all of the mail services for the agencies. These mail services include an inter-agency mail delivery system.

Enterprise Geographic Information Systems Division consists of a manager and two employees. This division oversees all of the Geographic Information Systems (GIS) operations in the County. They assist in coordinating the various layers of the GIS system such as the Parcel Layer, Planimetric Data, Ortho-Photography and Contours. GIS is used by multiple agencies including Planning, Public Safety and Economic Development.

This agency has collected Planimetric data for the 65,000 plus parcels in Carroll County including: road center lines, address verification, building polygons, and access roads and driveways. This data is available for use by Carroll County Government agencies for Planning and Public Safety.

Networking Division is responsible for managing all local and wide area networks used by county and allied agencies. They maintain all of the employee accounts for email and employee access to files on the file servers. This division is also responsible for computer security for all computer systems and is responsible for maintaining and managing the phone system.

Graphic Design/Media has one individual that works with the agencies to produce media brochures, flyers, posters, etc. to inform the public about activities that take place in and services provided by Carroll County.

ISSUES & FUTURE PLANS:

- **Support and training** is provided for the standard software tools of email, word processing, spreadsheets and databases, plus over sixty applications that are designed specifically to assist agencies in gathering, tracking, and reporting information that is used internally, provided to the public, and, in many cases, required by law to be submitted to state or federal agencies.
- **Maintain and manage the infrastructure, including cybersecurity**, which supports the data exchange and voice communication between agencies and locations for all of our local and wide area networks. The major components include email and file servers, phone switch, fiber cable, hubs, switches and routers. In addition, we manage the contracts with companies that provide our connection to the world, such as Comcast, Paetec, and Verizon.
- **Carroll County Fiber Network** provides high speed voice and data connections to county government and partner facilities. The fiber network consists of 112 mile fiber backbone with 33 miles of laterals. There are currently over 100 sites connected to the network including Government, Schools, Libraries, Public Safety and Community College.
- **Leasing of the excess fiber** to business and industry. This is a tool to help with the growth of economic development.

- **Four partners in the fiber project:** Carroll County Public School System, Carroll Community College, Carroll County Public Library System, and Carroll County Government. Current savings for the four partners is estimated at \$700,000+ per year.

BOARDS / COMMISSIONS / COMMITTEES:

- Carroll County Public Network
- Cable Regulatory Commission
- President, IT Affiliate, Maryland Association of Counties

DEPARTMENT OF
TECHNOLOGY SERVICES

